TEAM COMMAND, CONTROL, COMMUNICATIONS, COMPUTER, INTELLIGENCE, ELECTRONIC WARFARE and SENSORS (C4IEWS) MASTER ACTION PLAN (MAP)

REVISION: 98-2
APPROVED: 8 April 1999

TEAM C4IEWS
MASTER ACTION PLAN

TABLE OF CONTENTS

TEAM C4IEWS
MASTER ACTION PLAN

TABLE OF CONTENTS

TEAM C4IEWS
MASTER ACTION PLAN

I. <u>EXECUTIVE SUMMARY</u>

The Master Action Plan (MAP) presents the policies and procedures for Team Command, Control, Communications, Computer, Intelligence, Electronics, Warfare and Sensors (C4IEWS) to execute the Army Implementation Plan (AIP) subtitled "Blueprint for Change: Toward a National Production Base," dated 23 November 1994, transmitted via memorandum, Assistant Secretary of the Army (Research, Development and Acquisition), dated 2 December 1994, signed by the Army Acquisition Executive (AAE).

The MAP covers implementation of the AIP for three Army Acquisition Organizations (AAOs): U.S. Army Communications-Electronics Command (CECOM); Program Executive Office of Command, Control and Communications Systems (PEO C3S); and Program Executive Office of Intelligence, Electronics Warfare and Sensors (PEO IEW&S).

The MAP addresses all of the elements of the AIP and provides Acquisition Reform through Education/ Continued Training, Instituting Cultural Change, Mentorship Programs, Overhauling the Standards Process, Eliminating Excessive Contract Requirements and Developing New Management Tools. These elements use Performance Based Requirements instead of the heretofore utilized "how to" Military Specifications/Standards and Mandated Business Processes.

A dedicated multi-organizational, multidiscipline team of Fort Monmouth personnel, known as the Standardization Program Team (SPT) has been established to facilitate the Master Action Plan (MAP). It is comprised of representatives from the following Army Acquisition Organizations: PEO C3S, PEO IEW&S, and CECOM. The MAP's overall management is under the purview of the Fort Monmouth Standards Executives from each of the main contributing Army Acquisition Organizations that are represented on the SPT. The MAP is a living document.

The MAP is designed to achieve Specifications and Standards Acquisition Reform (SSAR) through partnering with the military/industrial base. It is focused on obtaining best value in a climate of diminishing resources. Major objectives of the MAP include use of commercial/industrial standards in lieu of military standards and providing performance specifications where necessary and/or appropriate. By moving from specified "build to print" requirements to performance-based requirements; industry will be allowed greater manufacturing flexibility in meeting governments needs. This manufacturing flexibility will result in lower future acquisition costs and a net savings to the government.

To further enhance the MAP, the SPT is developing strategic goals and metric plans centered on the application of Integrated Product Teams (IPT) throughout a system's life cycle. The key goals and metrics that are cited include reducing costs, utilization of the national production base and acquiring of high tech quality products for the warfighter.

The development of an educational and information transfer process is of primary importance. It needs to clearly indicate management commitment along with work force acceptance regarding all key elements of the SSAR Program as directed by our national leadership.

TEAM C4IEWS
MASTER ACTION PLAN

II. INTRODUCTION

A. BACKGROUND. The MAP describes the procedures and responsibilities for full implementation of the AIP for Military Specifications and Standards Reform, "Blueprint for Change: Towards a National Production Base."

B. PURPOSE. The MAP provides policies, guidance and procedures for the implementation of the AIP.

C. AUTHORITY. The MAP is prepared for the execution of the AIP by TEAM C4IEWS activities.

D. TEAM C4IEWS. Consists of personnel from the HQ CECOM, PEO C3S and PEO IEW&S.

E. HOW TO USE THIS MAP. The MAP will serve as guidance for use by the TEAM C4IEWS workforce for the implementation of the AIP. Information found in the AIP and other referenced documents may be duplicated for use as reference materiel.

F. BUDGETARY RESPONSIBILITY. The SPT will be the focal point for all SSAR budgetary actions. The SPT will report to the Standards Executive Council (SEC) on all actions related to budget for appropriate action. Refer to Appendices M and N for organization, members and mission of the SEC and the SPT.

G. ORDER OF PRECEDENCE. In the event of a conflict between the text of the MAP and the references cited herein, the text of this MAP takes precedence. This MAP will be considered the Roadmap for the preparation of Acquisition Requirements Packages (ARPs). Nothing in this MAP, however, supersedes the AIP or applicable laws and regulations unless a specific exemption has been obtained.

H. GENERAL FORMAT. The following sections are generally formatted as follows:

   1. OBJECTIVE.
   2. IMPLEMENTATION POLICY.
   3. ACTIONS.
   4. GUIDANCE/PROCEDURES.
   5. REPORTING REQUIREMENTS.
   6. EXEMPTIONS.

I. COMMENTS. Beneficial comments (recommendations, additions, deletions) and any pertinent data which may be of use in improving this document should be addressed to: Director, CECOM Logistics and Readiness Center (LRC), Logistics Engineering and Operations (LEO) Directorate, Engineering, Logistics & Acquisition (ELA) Division, Technical Policy & Programs Branch, ATTN: AMSEL-LC-LEO-E-EP Fort Monmouth, NJ 07703-5023 (FAX: (732) 532-1435).

J. For additional information related to Acquisition Reform, the following Internet addresses provide useful information:

   1. The Defense Acquisition Deskbook web address is: http://www.deskbook.osd.mil.
   2. The web address for Team C4IEWS is: http://www.monmouth.army.mil.

III. PERFORMANCE-BASED ENVIRONMENTS

A. <u>PERFORMANCE SPECIFICATIONS AND OTHER WAIVER-FREE DOCUMENTS</u>.

1. OBJECTIVE. All Acquisition Category (ACAT) Programs for new systems, major modifications, technology generation changes, Non Developmental Items (NDI), commercial items, Advanced Concept Technology Demonstrations (ACTDs), Advanced Technology Demonstrations (ATDs) and Procurement of Services shall state requirements in performance terms.

2. IMPLEMENTATION POLICY. The TEAM C4IEWS will implement the objective as stated above. In addition, TEAM C4IEWS will encourage contractors to propose alternatives to detail Military Federal Specifications and Standards (MFSS) and/or Management and Manufacturing (M&M) processes for rebuys. These alternatives will be implemented to the maximum extent possible on future rebuys of ACAT systems, non ACAT programs, ACTDs, ATDs, procurement of services, Foreign Military Sales (FMS), replenishments and spares. A rebuy is defined to be a contract awarded or option exercised after the initial production contract award.

2.1. General. A performance specification is a compilation of all quantifiable characteristics which define weapons/materiel system functional requirements (e.g., form, fit, function, performance, and interfaces) and services. It states its requirements in terms of the required results with criteria for verifying compliance, but without stating the methods for achieving the required results. It defines the functional requirements for the item/service, the environment in which it must operate, and interface and interchange characteristics.

2.2. Performance specifications, interface standards, standard practice standards, and Non Government Standards (NGSs, except for those containing M&M processes) shall be used instead of detail MFSS and/or M&M processes. For those cases when a detail specification or other document type requiring a waiver is needed to define an exact design solution, the program office or requiring activity may use the document but only if a waiver is granted. All solicitations issued for new ACAT programs (as stated in the objective above) shall state needs in terms of performance specifications.

2.3. Waiver free documents are required unless a waiver is granted by the appropriate Standards Executive (SE) (See Appendix E). All detailed requirements contained in the Technical Data Package (TDP) shall be reviewed and a prioritized list will be developed to convert those that are determined to be cost/beneficial into performance-based requirements. ARP preparers are encouraged to use a structured methodology using good business practices, consistent with performance-based spare parts acquisition in making these determinations.

2.4. A listing of military standardization documents that have been granted a Department of the Army waiver and are therefore exempt from the waiver process can be found on the Internet at the Standardization Program Division Home Page at http://www.dsp.dla.mil. However, these exemptions should not be considered absolutes and should be challenged whenever considered for use. An up-to-date list of specifications and standards (i.e., performance specifications, interface standards, standard practices) which do not require waivers can be found in the Acquisition Streamlining and Standardization Information System (ASSIST) database (subscription information can be found on the internet at: http://www.dodssp.daps.mil).

2.5. Test method standards (when tailored appropriately), interface standards, standard practices and/or interface drawings can be referenced in performance specifications.

2.6. Certified performance specifications shall be used in all acquisitions for new systems, major modifications, and upgrades to current systems, service contracts, NDI and commercial items. The appropriate SE (see Appendix E) will be responsible for certifying that a specification is performance-based. LEO Directorate, ELA Division, Technical Programs and Policy Branch, ATTN: AMSEL-LC-LEO-E-EP ((732) 532-9129 or 9044), will be the focal point for certifying that a specification is performance-based and suitable for acquisition purposes for the CECOM community and will make recommendations to the SE.

III. PERFORMANCE-BASED ENVIRONMENTS

2.7. <u>Documents Requiring Waivers</u>. (See Appendix B)

2.8. <u>Documents Not Requiring Waivers</u>. (See Appendix C)

2.9. <u>Waiver Approval Process</u>. The waiver approval process will be in accordance with this MAP. Program offices and buying activities shall submit waiver requests to the appropriate SE (see Appendix E). CECOM solicitation waivers are processed through the LEO Directorate, ELA Division, Technical Policy and Programs Branch, ATTN: AMSEL-LC-LEO-E-EP, (732) 532-9129 or 9044. The CECOM Acquisition Center (ATTN: AMSEL-AC-SP) is responsible for ensuring the proper staffing of any contract waiver required after source selection. The CECOM Acquisition Center will also be responsible for ensuring that the contract waiver is returned to the appropriate Standardization Executive for approval and signature (see Appendix E). The waiver approvals shall be reported in accordance with Appendix E, Solicitation/Contract Waiver Process, of this MAP. The Waiver Processing Control Center (WPCC) will perform the reporting and tracking of all waiver requests. Waivers will only be approved if:

2.9.1. Mission and/or cost impacts make the use of a NGS (other than those containing M&M processes) or an alternative industry-wide standard (other than those containing M&M processes) impractical.

2.9.2.   A program unique detail specification, detail MFSS or M&M process is truly military unique.

2.9.3. The Single Process Initiative(SPI) requires the use of specific M&M processes.

2.9.4. A proposal containing M&M processes is to be incorporated into the contract as it is essential for successful completion of the contract.

2.10. The ARP preparer will:

2.10.1 Identify the type of program the ARP will be used for (e.g., ACAT Program for a new system, major modifications, technology generation changes, NDI, rebuys of ACAT systems, non ACAT programs, acquisition of services, replenishments or spares), then ensure compliance with the procedures of Appendix E, Solicitation Waiver Process, as appropriate.

2.10.2. Review all ARPs, system specifications and TDPs for the direct citation of detail MFSS and/or M&M processes. Prepare a complete listing of all such documents/items. If a Technical Data Package List (TDPL) exists, it can be used as a start. If it does not exist, a complete list of referenced documents/items must be prepared.

2.10.3. Scrub the list for the application potential of a NGS (other than those containing M&M processes), Commercial Item Description (CID) or performance specification that can replace the listed detail MFSS or M&M process in a cost effective manner. Use the ASSIST database, the Department of Defense Index of Specifications and Standards (DODISS), or similar sources for information.

2.10.4. Use performance-based requirements.

2.10.5. Emphasize the use of less expensive, commercial type items or failing that, items based on performance requirements.

2.10.6. Ensure that a waiver is obtained for the use of M&M processes, detail MFSS, including detailed design TDPs, which are "How-To" or "Build To Print" drawings and data. This requirement applies equally to "end items" or "spares".

III. PERFORMANCE-BASED ENVIRONMENTS

2.10.7. Request a waiver where it is determined that conversion to performance-based requirements or NGS (other than those containing M&M processes) is impractical.

2.10.8. Consider the benefits of commercial type items and redefine the item into performance-based requirements wherever practical, regardless of dollar value. This includes ARPs with estimated total values including options, of less than $100K.

2.11. Delegation of waiver approval authority.   Waiver approval for the use of a detail MFSS and/or M&M process may be delegated at the discretion of the SE.

2.12. Any contract/solicitation above $100,000 would require a waiver for mandatory use of a detail MFSS and/or M&M process. Any contract/solicitation below this threshold does not require a waiver for mandatory use of a detail MFSS and/or M&M process.

2.13. The requiring activity for the mandatory use of any detail MFSS and/or M&M process is responsible for obtaining or developing any justification, impact statement or economic analysis to justify a waiver. In those cases where an economic analysis is required, the activity requiring the use of the detail MFSS and/or M&M process shall coordinate with the Directorate of Resource Management (DRM) for review of the economic analysis.

2.14. For existing contracts the following applies:

2.14.1. Program Definition and Risk Reduction (PDRR) and Engineering and Manufacturing Development (EMD) contracts that require development of detail specifications should be modified to require the development of performance specifications.

2.14.2. If the Milestone Decision Authority (MDA) determines that significant life cycle savings can be realized by converting the existing product specifications to performance specifications, initial production contracts should be modified.

2.15. The ARP/solicitation will clearly state what evaluation criteria will be used in evaluating proposals, however, this will not restrict the offeror from proposing the use of a detail MFSS or other documentation including process information, as part of his proposal. Use of a detail MFSS or other prohibited document type as a requirement in a solicitation, initiated by the government, may send the wrong message to potential contractors. Such usage does not promote acquisition cultural change and should only be considered under carefully selected circumstances, e.g., where there are no appropriate NGS or performance specifications. This requirement shall in no way preclude asking industry to propose their essential/critical processes that they intend to utilize and having industry propose their processes for evaluation purposes only. If these processes are to become a part of the contract, a waiver is required.

2.16. Performance specifications can exist in different forms. These include the traditional written document and as software, in the form of Computer-aided Design, Manufacturing and Engineering (CAD/CAM/CAE) databases. Software tools are available today that can capture a system's functional requirements far more accurately and completely than written documents. Performance specifications in this form are also less susceptible to ambiguities and misinterpretation than written performance specifications. A major advantage to using software-based performance specifications in the implementation of Acquisition Reform is that they inherently provide a means by which Modeling and Simulation (M&S) can be used to verify that the proposed design solution is meeting the functional requirements. The increased use of M&S in acquisition is a stated objective and metric of the Acquisition Reform initiative.

TEAM C4IEWS
MASTER ACTION PLAN

III. PERFORMANCE-BASED ENVIRONMENTS

2.17 TEAM C4IEWS will encourage the use of software-based performance specifications. When converting legacy TDPs to performance-based requirements, the preference is to convert to the software-based form. The software tools and assistance in their use for preparing software-based performance specifications and conversion of TDPs to software-based performance specifications are available in the LEO Directorate, ELA Division, Engineering Data Management Branch, ATTN: AMSEL-LC-LEO-E-ED, DSN 992-2224 or (732) 532-2224.

3. ACTIONS.

3.1.	Comply with policy on all contracts regarding elimination of detail MFSS and/or M&M processes, unless waived.	TEAM C4IEWS Continuous
3.2.	Document lessons learned and best practices	TEAM C4IEWS will request reporting of this information Annually during Acquisition Reform Week.

4. GUIDANCE/PROCEDURES.

4.1. For ACAT programs the Program/Project/Product manager (PM) or System Manager (SM) shall state compliance with this policy (e.g., in the Acquisition Strategy Report (ASR), in the Acquisition Plan (AP), as appropriate) on the use of performance specifications.

4.2. Before elimination of product specifications or conversion of existing product specifications to performance specifications, one should consider the impact on testing, delivery, fielding, long-term support provisioning, reprocurements etc., particularly for systems with ongoing effort in PDRR or EMD or with set production or replenishment timetables.

4.3. All TEAM C4IEWS prepared performance specifications that have been certified and are to be designated as military performance specifications (MIL-PRF) shall be submitted to the Department of Defense Single Stock Point DODSSP for publication. Contact the LEO Directorate, ELA Division, Technical Programs and Policy and Program Branch, ATTN: AMSEL-LC-LEO-E-EP, (732) 532-9139 or 9044 for details about this process.

4.4. Solicitation preparation.

4.4.1. Identify essential performance requirements to be included in the solicitation.

4.4.2. Perform a zero-base scrub on all requirements proposed for inclusion.

4.4.3 Conduct dialogue with potential offerors through draft RFPs and pre-proposal conferences.

4.4.4 Use Best Value concept to the maximum extent possible. Choose the Best Value proposal through an integrated product assessment, considering factors such as price/cost, operational capabilities, hardware and software capabilities, past performance, quality system, environmental management practices, Reliability, Availability and Maintainability (RAM) and Integrated Logistics Support (ILS).

III. PERFORMANCE-BASED ENVIRONMENTS

5. REPORTING REQUIREMENTS. See Appendix D.

6. EXEMPTIONS. All contracts must contain a contractually binding technical baseline, based on a performance TDP or detailed TDP with waiver. Use of a performance specification, NGS (other than those containing M&M processes), CID, Federal Information Processing Standard (FIPS) or FED SPEC/STD as determined by the SE to be either performance-based, guide specification or alternative does not require a solicitation waiver. Use of a detail MFSS or M&M process for "reference only" or "for information only" does not require a solicitation waiver. Use of any detail MFSS or document containing M&M processes in lieu of a performance specification, NGS (other than those containing M&M processes), CID, guide specification or alternative in accordance with this policy will require a solicitation waiver. Except as specified herein, it is not mandatory to obtain a waiver to use the types of documents identified above, for the following conditions:

6.1. If the offeror proposes the use of a detail specification, standard or other prohibited document type, other than those containing M&M processes which are to become part of the contract, in response to a solicitation.

6.2. For specifications and standards under Federal Supply Group (FSG) 11 for Nuclear Ordnance, Federal Supply Class (FSC) 4470 for Nuclear Reactors, and Standardization Area TMSS (Technical Manual Specifications and Standards).

6.3. When a non-DoD customer requires the use of a detail MFSS and/or M&M process.

6.4. For combined or joint acquisition programs where another service, federal agency or another country has the lead in the design or acquisition of an item. This includes FMS.

6.5. If the specification, standard or document containing M&M processes is cited for guidance only (other contractually binding technical requirements exist).

6.6. For depot work, where no contractual provisions are involved and the work is performed by and at a Government owned and Government operated facility.

6.7. The applicable TEAM C4IEWS SE (see Appendix E) may exempt any of the document types listed in appendix B, "for other than new ACAT programs" from the waiver process stated in this MAP. All TEAM C4IEWS exemptions of this nature must be reported to the Army Standards Improvement Executive (SIE) in writing within 30 days after the action and include a strong justification for such an exemption. The Army SIE may exempt any of the other document types listed in appendix B, from the waiver process for their use in solicitations Army-wide. The exemptions must be reviewed every two years.

6.8 When M&M processes will only be used for evaluation of the contractor's proposal, no waiver is required. Also, administrative processes, such as those associated with issuing and administering solicitations and contracts (e.g., how Engineering Change Proposals are processed), are excluded.

III. PERFORMANCE-BASED ENVIRONMENTS

B. <u>FUNCTIONAL REQUIREMENTS AUTHENTICATION BOARD (FRAB)</u>.

1. OBJECTIVE. The FRAB will assure that SOWs are clear, integrated and performance based.

2. IMPLEMENTATION POLICY. The objective will be implemented as stated above.

3. ACTIONS.

      3.1 The FRAB will review ARPs with a potential value in excess of $2 Million. An ARP below this threshold, although not required to be reviewed by the FRAB, will be reviewed by the requiring activity or designee to ensure that the ARP complies with this MAP. The members of the CECOM FRAB may perform this review, if requested.

4. GUIDANCE/PROCEDURES.

      4.1. SOWs will be performance-based and specify only what functional work the contractor is to accomplish, not how the work is to be done.

      4.2. The Functional Support Templates, AMC PAM 70-25, will be used to streamline SOWs to preclude the mandatory use of M&M processes and/or MFSS that would require waivers. Copies of the templates and guidance can be obtained via electronic library in WORD format via the TEAM C4IEWS network access: u:\Arp-lbry\Pam&info\. The Defense Acquisition Deskbook, available at web address is: http://www.deskbook.osd.mil, also provides information on this topic.

      4.3 A Functional Requirements Authentication Board (FRAB) will be established to:

        a. provide support during the preparation of the ARP.
        b. validate that functional support templates have been applied.
        c. assure the ARPs are clear, integrated and performance based.
        d. assure that waivers are included when MFSS in other than waiver-free categories and/or M&M processes are cited in the ARP.
        e. review and validate other required documents in the ARP.

The FRAB will be chaired by the PMs or their designee for their programs or the CECOM designee for non-PM managed programs. The PMs may utilize the services of the CECOM FRAB in lieu of using their own FRAB. After the FRAB review, the PMs/CECOM designee will provide their SEs with the FRAB results so the SEs can certify that the SOW is performance-based. The FRAB charter for each organization is included in Appendices I through K.

      4.4. A M&M MIL Handbook shall be used, to the maximum extent possible, when it is deemed necessary in the SOW. Be advised that MIL-Handbooks are utilized for guidance only, while NGSs, other than those containing M&M processes, can be contractually binding. (NGSs covering M&M processes can be contractually binding, if waived).

      4.5. The Guidelines for streamlining Requests for Proposal (RFP) will be utilized to assist in the development of the ARP.

5. REPORTING REQUIREMENTS. See Appendix D.

6. EXEMPTIONS. None.

III. PERFORMANCE-BASED ENVIRONMENTS

C. PERFORMANCE-BASED BUSINESS ENVIRONMENT PRODUCTS

1. OBJECTIVE. The Performance-Based Business Environment (PBBE) Products contain guidance on how to capitalize on commercial practices to improve the military acquisition and sustainment environment. The objective is to standardize business practices across the major military business sectors.

2. IMPLEMENTATION POLICY. Will be in accordance with the guidance provided from the Joint Commanders Group-Communications Electronics (JCG-CE) Executive Committee, when approved.

3. ACTIONS. TEAM C4IEWS will implement the PBBE Products as directed by JCG-CE Executive Committee.

4. GUIDANCE/PROCEDURES. TEAM C4IEWS will recommend changes to the PBBE Products to reflect the way TEAM C4IEWS business operates to achieve the PBBE objectives.

5. REPORTING REQUIREMENTS. TBD.

6. EXEMPTIONS. TBD.

IV. ELIMINATING EXCESSIVE CONTRACT REQUIREMENTS

A. <u>INNOVATIVE CONTRACT MANAGEMENT</u>

1. OBJECTIVE. Direct that all new high value solicitations and ongoing contracts will have a statement encouraging contractors to submit alternative solutions to detail MFSS.

2. IMPLEMENTATION POLICY.

    2.1. This objective will be implemented in accordance with the Defense Federal Acquisition Regulation Supplement (DFARS). The preferred acquisition strategy is the Commercial Item /Non Developmental Item (NDI) approach. See NDI Acquisition Guide (SD-2) and the Federal Standardization Manual for CIDs.

    2.2. The market survey/analysis will be used to support the Commercial Item /NDI decision.

3. ACTIONS.

3.1.	Assure that new DFARS clauses are included in all appropriate contracts.	Acquisition Center Continuous
3.2.	Coordinate with DA/HQ AMC and industry regarding the effectiveness of reform initiatives.	TEAM C4IEWS Continuous
3.3.	Develop procedures for the evaluation of contractor proposed alternatives to using detail MFSS.	TEAM C4IEWS Continuous

4. GUIDANCE/PROCEDURES.

    4.1. The proposed DFARS coverage applies to solicitations and new contracts of $100,000 or more and existing contracts of $500,000 or more having substantial effort remaining. However, it is HQ AMC policy to apply the waiver approval process for the use of detail MFSS in all solicitations. Application of this policy shall be based upon consideration of project cost, schedule, and performance risks as part of the management of the acquisition program.

    4.2. Contractual coverage will be in accordance with instructions contained within the DFARS clause and any supplementing guidance from Department of the Army (DA) and/or the U.S. Army Materiel Command (AMC).

5. REPORTING REQUIREMENTS. See Appendix D.

6. EXEMPTIONS. None.

IV. ELIMINATING EXCESSIVE CONTRACT REQUIREMENTS

B. <u>PROHIBIT USE OF DETAIL REQUIREMENTS</u>

1. OBJECTIVE. Prohibit the use of detail MFSS other than interface standards, standard practice standards or tailored references to test method standards for all ACAT programs except when authorized by the AAE or designees.

2. IMPLEMENTATION POLICY. The objective as stated above will be implemented. In addition, this objective will apply to other than new ACAT programs, which includes rebuys of systems, non-ACAT programs, procurement of services, replenishments, FMS and spares. The use of detail MFSS will be as follows:

   2.1. Use of performance specifications is preferred.

   2.2. The preference is to not use a MFSS that requires a waiver.

   2.3. Adopt NGS or industry-wide standards, other than those containing M&M processes, as needed. All NGSs, except those expressly prohibited by the SE or containing M&M processes, will be considered for use. To be acceptable in a solicitation or a proposal, a NGS must be available for reference and evaluation by the Government. Contractor proposals to use their company proprietary standards may be permitted. However, contractor proposals containing M&M processes to be placed on contract will require waivers. This does not preclude the requirement to ask the contractor to address his essential/critical processes in his proposal or the government evaluation of those processes without a waiver.

   2.4. Cite detail MFSS and/or M&M processes for reference only, as needed.

   2.5. Convert useful detail MFSS to MIL Handbook(s) or NGS (except those containing M&M processes) as applicable.

   2.6. Justify mandatory use of any detail MFSS and/or M&M processes, other than certified performance specifications or other waiver-free documents (see Appendix C), through the waiver process. (It is permissible for industry to propose to use detail MFSS and/or M&M processes in their response to a solicitation. M&M processes will require waivers only if made part of the contract). See Appendix E.

   2.7. In accordance with Army policy, only one waiver will be granted per solicitation. If a solicitation waiver request is approved, the returned waiver approval memorandum will list individually each of the MFSS and/or M&M processes approved and will serve as the contract waiver. If any M&M processes, other than those waived for the solicitation, are to become part of the contract only one contract waiver will be granted.

   2.7.1. Approval for solicitation use and/or retention of a detail MFSS and/or M&M process can be granted for specific reasons. They are:

      a. Mission/Cost impacts make the use of a NGS (other than those containing M&M processes) or an industry-wide standard (other than those containing M&M processes) alternative unacceptable.

      b. Detail MFSS is truly military unique.

      c. The Single Process Initiative (SPI) requires the use of specific M&M processes.

      d. A proposal or portion of a proposal containing M&M processes is to be incorporated into the contract as it is essential for successful completion of the contract.

IV. ELIMINATING EXCESSIVE CONTRACT REQUIREMENTS

3. ACTIONS.

3.1.	For new ACAT programs, Non Developmental Items (NDI), commercial items, Advanced Concept Technology Demonstrations (ACTDs), and Advanced Technology Demonstrations (ATDs), the PM shall state compliance with the policy on the use of performance specifications in the Acquisition Strategy Report (ASR) or the Acquisition Plan (AP), as appropriate.	TEAM C4IEWS Continuous
3.2.	For all other solicitations that cite detail MFSS and/or M&M processes, a waiver must be obtained.	TEAM C4IEWS Continuous
3.3.	Prior to issuing a solicitation with a detail MFSS and/or M&M process, each requiring activity must certify that the use of each detail MFSS and/or M&M process has been approved in accordance with this policy.	TEAM C4IEWS Continuous
3.4.	Conduct MFSS review and cancel/convert based on questionnaire responses.	TEAM C4IEWS Completed
3.5	Contractor proposed M&M processes that are to become part of the contract require waivers.	TEAM C4IEWS Continuous

4. GUIDANCE/PROCEDURES.

     4.1. Performance-based requirements will be used as the way to ensure the government receives the products that are required.

     4.2. Each MFSS will be reviewed and the appropriate action taken in following order of priority:

        a. Cancel without replacement

        b. Inactivate for new design

        c. Replace with existing NGSs (except those containing M&M processes).

        d. Certify existing MFSS as performance specifications

        e. Convert detail MFSS that are government unique to performance-based MFSS.

        f. Convert to NGS, by creating a new NGS (except those containing M&M processes).

        g. Retain those that can be adequately justified for retention due to government unique (military/program unique) requirements.

    4.3. It should be noted that application of this policy should be based upon consideration of project cost, schedule, and performance risks as part of the management of the acquisition program.

IV. ELIMINATING EXCESSIVE CONTRACT REQUIREMENTS

5. REPORTING REQUIREMENTS. See Appendix D.

6. EXEMPTIONS. A waiver is not required when a document is cited for reference or information only, or for performance specifications, interface standards, standard practice standards and tailored references to test method standards. The approving authority for waivers is defined in Appendix E.

IV. ELIMINATING EXCESSIVE CONTRACT REQUIREMENTS

C. <u>EXCESSIVE REFERENCING</u>

1. OBJECTIVE. Change current processes and procedures to ensure that specifications and standards only list references essential to establishing technical requirements.

2. IMPLEMENTATION POLICY.

    2.1. During the development, writing or revision of TEAM C4IEWS Specifications and Standards, other specifications and standards shall not be referenced unless they are essential to the purpose of the TEAM C4IEWS specifications or standards.

    2.2. All current TEAM C4IEWS specifications or standards which can be certified as a performance specification shall be revised to eliminate any reference to other MFSS, unless the referenced MFSS is cited as guidance/information only or it is demonstrated that the MFSS is absolutely essential to the performance of the specification/standard. References to waiver-free documents or tailored references to test method standards are permitted in performance specifications.

3. ACTIONS.

3.1.	Certification of TEAM C4IEWS specifications as performance.	TEAM C4IEWS Continuous
3.2.	Revision of certified MFSS.	TEAM C4IEWS Continuous
3.3.	Revision of waived MFSS.	TEAM C4IEWS Continuous

4. GUIDANCE/PROCEDURES. Training classes are available on an as needed basis throughout the year. Contact your training coordinator for schedule and descriptions of the Defense Specification Management Course (PQM 103 - 10 days) and the Defense Specification Users Course (PQM 104 - 5 days), which discuss appropriate referencing in specifications.

5. REPORTING REQUIREMENTS. None.

6. EXEMPTIONS. None.

IV. ELIMINATING EXCESSIVE CONTRACT REQUIREMENTS

D. <u>TIERING OF SPECIFICATIONS</u>

1. OBJECTIVE. Eliminate the current process of contractually imposing hidden requirements through references listed in equipment/product specifications or noted on engineering drawings.

2. IMPLEMENTATION POLICY.

    2.1. Any MFSS used during acquisition will be directly cited in the contract down-to and including the equipment/product specification and their first tier references.

    2.2. All performance specifications or engineering drawings developed/prepared will directly cite all requirements with minimal referencing of MFSS unless it can be demonstrated that the referenced MFSS is absolutely essential to the performance specification or drawing.

    2.3. All TEAM C4IEWS MFSS which can be certified as a performance specification will be revised in accordance with the provisions of this MAP.

    2.4. All TEAM C4IEWS MFSS for which a waiver is granted shall be revised to directly cite all necessary requirements without referencing any specification/standard to the maximum extent possible.

    2.5. When a drawing is undergoing an Engineering Change Proposal (ECP), it shall also be revised to directly cite all requirements.

3. ACTIONS.

3.1.	Revision of current drawings to reflect performance-based requirements.	TEAM C4IEWS Continuous

4. GUIDANCE/PROCEDURES. Any MFSS referenced below tiers one or Category one is for guidance only (see Engineering Handbook -3 for definitions of tiers and categories).

5. REPORTING REQUIREMENTS. None.

6. EXEMPTIONS. None.

IV. ELIMINATING EXCESSIVE CONTRACT REQUIREMENTS

E. <u>OBSOLETE SPECIFICATIONS</u>

1. OBJECTIVE. Mandate for cancellation or inactivation for new design, obsolete specifications and standards that had no procurement history for the past five years. Cancel all unnecessary Data Item Descriptions (DIDs).

2. IMPLEMENTATION POLICY. TEAM C4IEWS will implement this objective to the maximum extent possible.

3. ACTIONS.

3.1.	Review procurement history of all TEAM C4IEWS prepared specifications or standards.	TEAM C4IEWS Continuous
3.2.	Initiate appropriate action through formal standardization process (Chapter 5, DOD 4120-3M, Defense Standardization Manual).	TEAM C4IEWS Continuous
3.3.	Use the Functional Support Templates to establish DID requirements.	TEAM C4IEWS Continuous

4. GUIDANCE/PROCEDURES.

   4.1. This policy applies to any MFSS or DID prepared by TEAM C4IEWS activities.

   4.2. Cancel any specification that has had no procurement usage in the past five years.

   4.3. Inactivate for new design any MFSS that has been used in procurements but not validated in the past five years.

   4.4. Do not use unnecessary, redundant, or non-cost effective DIDs.

   4.5. Use contractor format for data where feasible.

5. REPORTING REQUIREMENTS. None.

6. EXEMPTIONS. None.

V. OVERHAULING THE STANDARDS PROCESS

A. <u>NATIONAL AND INTERNATIONAL STANDARDS</u>

1. OBJECTIVE. Form partnerships with industry associations to develop NGSs for the replacement of detail MFSS where practical.

2. IMPLEMENTATION POLICY. Continue to implement this policy through partnering and cooperative Memorandum of Understandings (MOUs) with NGSBs.

3. ACTIONS. NOTE: All of the actions listed below will be on-going as technology develops.

| 3.1. | Identify appropriate NGSBs and establish TEAM C4IEWS participation | TEAM C4IEWS Functional Continuous |
| 3.2. | Establish budget requirements. | TEAM C4IEWS Functional as required |

4. GUIDANCE/PROCEDURES.

    4.1. Develop partnership MOU with industry associations using formal standardization procedures found in Defense Standardization Manual DoD 4120.3-M.

    4.2. Participate in developing new NGSs, except those containing M&M processes, by utilizing the procedures of DOD 4120.3-M. This will include participation in domestic and international NGS activities.

    4.3. The buying activity will ensure that any NGS that may be an appropriate replacement for MFSS is considered for adoption by the Army. This is done by identifying, contacting and requiring the Preparing Activity (PA) to take actions in accordance with DoD 4120.3-M.

5. REPORTING REQUIREMENTS. None.

6. EXEMPTIONS: None.

V. OVERHAULING THE STANDARDS PROCESS

B. <u>SPECIFICATIONS AND STANDARDS DEVELOPMENT</u>

1. OBJECTIVE. Establish a process to include industry and government users up front in the specifications and standards development and validation process.

2. IMPLEMENTATION POLICY. TEAM C4IEWS will continue to implement this policy via new or existing MOUs with NGSBs and through coordination of proposed document actions with interested industry and government users.

> 2.1. TEAM C4IEWS will institute the policy of up-front requirements determination.

> 2.2. Appropriate personnel will coordinate performance specifications with interested government and industry organizations and hold coordination/working group meetings, as required.

> 2.3. TEAM C4IEWS will coordinate with NGSBs for revision of existing, or preparation of new, standardization documents.

3. ACTIONS.

3.1.	Identify appropriate NGSBs.	TEAM C4IEWS Functional Continuous
3.2.	Designate primary TEAM C4IEWS representative to each NGSB.	TEAM C4IEWS Functional Continuous
3.3.	Identify and present emerging requirements to NGSB for consideration as NGSs.	TEAM C4IEWS Functional Continuous
3.4.	Establish budget requirements.	TEAM C4IEWS Functional As required

4. GUIDANCE/PROCEDURES. Identify all pertinent industry representatives for up-front requirements meetings, especially when there is no existing NGSB identified.

5. REPORTING REQUIREMENTS. None.

6. EXEMPTIONS. None.

V. OVERHAULING THE STANDARDS PROCESS

C. <u>SPECIFICATIONS AND STANDARDS RESPONSIBILITY</u>

1. OBJECTIVE. Assign specification and standards preparation responsibility to the Defense Logistics Agency (DLA) for FSCs that are primarily commercial.

2. IMPLEMENTATION POLICY. TEAM C4IEWS will implement this policy where appropriate.

3. ACTIONS.

3.1.	Identify and transfer MFSS, which are primarily commercial, to DLA.	TEAM C4IEWS Functional Completed

4. GUIDANCE/PROCEDURES. Transfer appropriate MFSS to DLA utilizing Standardization procedures outlined in DOD 4120.3-M.

5. REPORTING REQUIREMENTS. None.

6. EXEMPTIONS: None.

VI. **COST BASED OBJECTIVES**

A. COST AS AN INDEPENDENT VARIABLE (CAIV)

1. OBJECTIVE. Direct the establishment and execution of an aggressive program to focus on cost during all phases of acquisition planning and execution.

2. IMPLEMENTATION POLICY. The purpose of CAIV is to insure that acquisition strategies include methodologies to acquire and operate affordable systems by setting aggressive, achievable cost objectives and managing achievement of these objectives. Cost objectives shall be set to balance mission needs with projected out-year resources, taking into account anticipated process improvements in both DOD and defense industries.

   2.1. Cost/Performance Tradeoffs. Cost reductions shall be accomplished through cost/performance tradeoff analyses, which shall be conducted before an acquisition approach is finalized in accordance with DOD Regulation 5000.2-R, paragraph 3.3.4.1.

   2.1.1. To facilitate this process a Cost/Performance Integrated Product Team (C/PIPT) shall be established on programs designated to implement CAIV. The C/PIPT is normally led by the PM or the PM's representative. Participation in the C/PIPT shall include representatives from the user, cost and logistics communities and other relevant activities. Industry representation, consistent with statute, shall also be considered through out the life cycle.

   2.1.2. By program initiation (usually Milestone I), each ACAT I and ACAT IA PM shall have established life-cycle cost objectives for the program through consideration of projected out-year resources, recent unit costs, parametric estimates, simulations, mission effectiveness analysis and tradeoffs, and technology trends. At each subsequent milestone review, cost objectives and progress towards achieving them shall be reassessed.

   2.1.3. ARPs shall include the minimum essential number of key performance parameters that will allow industry maximum flexibility to meet overall program objectives. The source selection criteria communicated to industry should reflect the importance of developing a system that can achieve stated production and life cycle cost thresholds.

   2.1.4. The C/PIPT (normally led by the PM or the PM's representative) shall be empowered to recommend to the PM performance or engineering and design changes as long as the performance threshold values in the Operational Requirements Document (ORD) can be achieved. If the changes require ORD threshold value changes, the leader of the C/PIPT shall notify the PM. The PM shall ensure that the changes are brought before the ORD approval authorities for decision. The C/PIPT shall have responsibility for integrating and evaluating all cost performance trade-off analyses conducted.

   2.2 ARPs shall be structured to incentivize the contractor to meet or exceed cost objectives. Competition shall be maintained for as long as practical. Incentives shall be applied to both government and industry to achieve the objectives of CAIV. Incentive programs shall encourage the generation of cost-saving ideas for all phases of the acquisition life cycle and be targeted at both individuals and teams in government and industry. Incentives shall stress up-front investments to minimize production and/or operation and support costs, where applicable.

3. ACTIONS. TEAM C4IEWS has created a home page for CAIV. It may be found on the Fort Monmouth home page: http://www.monmouth.army.mil/cecom/pa&e/caiv/caiv.htm

4. GUIDANCE/PROCEDURES. CAIV guidance and procedures will be posted to the CAIV home page as developed.

5. REPORTING REQUIREMENTS. CAIV initiatives will be tracked by the Cost and Savings Team and reported periodically to the Team C4IEWS Acquisition Reform Council (ARC).

6. EXEMPTIONS. None.

VI. <u>**COST BASED OBJECTIVES**</u>

B. <u>ACTIVITY BASED COSTING (ABC) and EARNED VALUE MANAGEMENT (EVM)</u>

1. OBJECTIVE. Continue to encourage and assist contractors to use ABC in circumstances where the method could improve cost allocations, bidding and cost-reimbursements in accordance with the AIP. On selected cost risk contracts application of EVM is consistent with the objectives of ABC for specific contracts.

2. IMPLEMENTATION POLICY.

      2.1. TEAM C4IEWS contractors will be encouraged to use ABC principles and EVM systems and procedures.

      2.2. ABC may be used in all phases of the acquisition cycle.

3. ACTIONS. Ongoing. EVM, and integrated baseline review training sessions are being provided on an as requested basis. Additional support will be provided as resources are received.

4. GUIDANCE/PROCEDURES. Current TEAM C4IEWS acquisition policies encourage dual use of facilities and use of Government Furnished Equipment (GFE) for production. Operating in this environment necessitates a more precise way for contractors and the government to measure, analyze and allocate actual costs of doing business.

5. REPORTING REQUIREMENTS. None.

6. EXEMPTIONS. None.

VII. NEW MANAGEMENT TOOLS

A. <u>OVERSIGHT REDUCTION (INSIGHT)</u>

1. OBJECTIVE. Reduce direct government oversight of development/production testing and inspection, and government mandated requirements.

2. IMPLEMENTATION POLICY.

  2.1. Commercial Item/NDI concept vs. development efforts will significantly reduce the testing and inspection requirements for upcoming programs. The rate of technical progress in the Defense World is a critical driver pushing the Commercial Item /NDI concept since the acquisition process is significantly shorter using Commercial Item/NDI vs. going with a developmental effort. This concept is supportive of the TEAM C4IEWS "new way of doing business". The deletion of various MFSSs due to the rapid growth of Commercial Item technology will streamline the acquisition process from a testing and quality control perspective as well as in other major areas of system development. The initiating of this policy for any contract will provide substantial savings to the government by deleting designated detail MFSSs and/or M&M processes and converting other detail MFSSs and/or M&M processes to NGSs (other than those containing M&M processes). Any materiel developer requesting the use of detail MFSSs and/or M&M processes will need a justified waiver explaining in detail the need for the detail MFSS and/or M&M processes. Any detail MFSS or M&M process can be used under contract for information or as a guide, but make sure the solicitation provides for the offerors to respond with their approach to meeting your requirements. The successful offeror may have his response made part of the contract. However, any M&M process will require a waiver prior to incorporating it into the contract. Government oversight will be significantly reduced by utilizing contractor testing and inspection procedures. Testing and inspection should be reduced to a minimum where the NDI or Commercial Item acquisition approach is used.

  2.2. Single Process Initiative (SPI) is a voluntary program that encourages contractors to use common management and manufacturing processes on all DOD and commercial contracts in their facility(ies). SPI is strongly encouraged and may be cited as part of the justification for seeking a waiver for M&M process utilization.

  2.3. Innovative Quality Initiatives (IQI) are programs that reduce the cost of quality while maintaining high levels
of reliability, availability, maintainability and continuous process improvements.

3. ACTIONS. None.

4. GUIDANCE/PROCEDURES.

  4.1. The Commercial Item/NDI approach will pave the way for technological progress without having the government bureaucracy (unnecessary testing, documentation) stand in its way.

  4.2. Exemptions to a submitted waiver should be granted for systems that justifiably warrant certain MFSS to meet requirements based on the functional and operational requirements of a system for performing a mission. An economic life cycle analysis may be developed showing what costs savings throughout the life cycle of the program could be achieved using the MFSS.

  4.3. For the development, supply, and maintenance of software refer to
http://www.sed.monmouth.army.mil/strategic/policy/index.html. The CECOM Software Engineering Center should be consulted for additional information.

  4.4. When integrating and reusing software components or other NDI, prudent evaluation and testing are necessary. Although the components may have been adequately tested for their original use, there could be subtle, or even major, differences in the usage.

VII. NEW MANAGEMENT TOOLS

 4.5. Utilize metrics and IPT as a means of minimizing acquirer oversight and obtaining cost-effective insight.

5. REPORTING REQUIREMENTS. The number of waivers submitted for every solicitation and contract released or awarded after 23 December 1994 will be tracked and reported via a quarterly report prepared by the SPT and approved by the Standards Executive Council, see Appendix M. In addition, there will be a track on documents being waived as well as the contractual dollar value associated with the waiver.

6. EXEMPTIONS. A waiver, as described in paragraph IV.B, will be required.

VII. NEW MANAGEMENT TOOLS

B. <u>CONTRACTOR TEST AND INSPECTION</u>

1. OBJECTIVE. Reduce the cost of contractor-conducted development and production test and inspection.

2. IMPLEMENTATION POLICY. Potential approaches for obtaining this information include using simulation, environmental testing, dual-use test facilities, metrics and continuous process improvement.

3. ACTIONS.

3.1.	Include any new required DFARS clauses.	Acquisition Center Continuous
3.2.	Scrub the ARPs to include only minimum test requirements and coordinate with the test community in order to minimize cost.	TEAM C4IEWS Functional Continuous

4. GUIDANCE/PROCEDURES.

      4.1. Continuous process improvement will be assessed through metrics and other proven techniques as a basis for simultaneously improving performance and quality, while reducing contractor inspection/test costs.

      4.2. TEAM C4IEWS will coordinate with Test and Evaluation Command (TECOM) to determine availability of dual use facilities for required contractor testing, as appropriate.

      4.3. Simulation and hardware-in-the-loop testing will be used, if technically adequate facilities are available, or it is determined to be more cost effective, to minimize test hardware costs and to further reduce inspection/test costs. Test requirements and facilities requirements and availability will be coordinated with US Army Simulation, Training, and Instrumentation Command (STRICOM) and TECOM when planning a major acceptance test program.

      4.4. The new DFARS clauses will be included in all appropriate contracts in accordance with implementation guidance received.

      4.5. The TEAM C4IEWS community will use the Carnegie Mellon University Software Engineering Institute (SEI) Software Capability Evaluation (SCE) for the evaluation of computer software capability maturity and quality. When it becomes available, the International Organization for Standardization (ISO) Software Process Improvement and Capability dEtermination (SPICE) method may be utilized. The SCE will be conducted, wherever appropriate to manage risk on highly complex software systems. See CECOM Reg 11-32 for further guidance.

5. REPORTING REQUIREMENTS. See Appendix D.

6. EXEMPTIONS. None.

VII. NEW MANAGEMENT TOOLS

C. <u>AUTOMATED SPECIFICATIONS AND STANDARDS DEVELOPMENT</u>

1. OBJECTIVE. Direct use of automation to improve the processes associated with the development and application of specifications, standards and DIDs.

2. IMPLEMENTATION POLICY. TEAM C4IEWS fully supports this objective through its Intelligent Product Data (IPD) and Product Data Management (PDM) initiatives which provide the automated tools and hardware/software environment for the creation, receipt, transmission, use and management of software-based performance specifications and native CAD/CAM/CAE product data.

3. ACTIONS. None.

4. GUIDANCE/PROCEDURES. None.

5. REPORTING REQUIREMENTS. None.

6. EXEMPTIONS. None.

VII. NEW MANAGEMENT TOOLS

D. <u>AUTOMATED ACQUISITION AIDS</u>

1. OBJECTIVE. Direct the application of automated aids in acquisition.

2. IMPLEMENTATION POLICY. TEAM C4IEWS fully supports this recommendation through its support of the joint efforts in automation and Electronic Data Interchange (EDI).

     2.1. All automation efforts must consider enhancements to acquisition in the following areas: improved use of standards and specifications in acquisition processes such as SOW preparation; improved access to inclusion of commercial standards and specifications and product data; and the provision of simulation, modeling, and reverse-engineering tools to assist in reducing the need for any MFSS, enhancing concurrent engineering practices and an appropriate implementation of the Continuous Acquisition and Life-Cycle Support/Integrated Data Environment(CALS/IDE).

     2.2. TEAM C4IEWS has established a Business Opportunity Page (BOP) to provide electronic transmittal of RFPs and solicitations from government to industry. Bids and proposals can also be submitted from industry via the Internet, whenever practicable. All data and correspondence transmitted to and from government and industry regarding solicitations, bids and proposals will reside on the command BOP. One can access the command BOP after obtaining a command BOP user Identification (ID) and password from AMSEL-ACST-BC, DSN 992-3820 or (732) 532-3820 from where users manuals are also available.

3. ACTIONS. None.

4. GUIDANCE/PROCEDURES. None.

5. REPORTING REQUIREMENTS. None.

6. EXEMPTIONS. None.

VII. NEW MANAGEMENT TOOLS

E. <u>CHALLENGE ACQUISITION REQUIREMENTS</u>

1. OBJECTIVE. Cooperative Research and Development Agreements (CRADAs) were authorized under the Federal Technology Transfer Act of 1986 as a vehicle to help improve the transfer of technologies between federal laboratories and the private sector.

2. IMPLEMENTATION POLICY. A CRADA is an agreement between one or more federal laboratories and one or more non-federal parties. To encourage transfer of technology between Government and industry, Congress passed the Federal Technology Transfer Act of 1986 establishing authority for a CRADA. In a CRADA, collaborators may agree to share costs and results for a specified R&D project, but the federal laboratory can provide no funds to the collaborating partner. Since the CRADA is not a procurement contract, the laboratory director is not required to comply with the FARs.

3. ACTIONS. CRADAs are identified and negotiated on a continuous basis.

4. GUIDANCE/PROCEDURES. No problems or issues are foreseen with this initiative. Various opportunities exist to enter into CRADAs with nonfederal parties insofar as CRADAs provide an excellent vehicle for improving the transfer of useful technologies between the government and the private sector. For information on other partnering agreements, see Section X, paragraph B.

5. REPORTING REQUIREMENTS. Periodic written progress reports are provided. CRADAs are provided to higher headquarters for review.

6. EXEMPTIONS. None.

VII. NEW MANAGEMENT TOOLS

F. <u>POLLUTION PREVENTION</u>

1. OBJECTIVE. Direct the establishment and execution of an aggressive program to identify and eliminate, or reduce the quantities of toxic pollutants procured or generated through the use of specifications, standards and maintenance documentation.

2. IMPLEMENTATION POLICY. The purpose of the Pollution Prevention Program is to eliminate or reduce (where elimination is not feasible) Hazardous and Environmentally Unacceptable Materials (HEUM) throughout the life cycle of the item/equipment/system so as to promote protection of human health and the environment while incurring the lowest possible cost to the Department of Defense.

 2.1. Pollution prevention initiatives are required by Executive Order (EO) 12856, subsection 3-303. The EO requirement is applicable to all TEAM C4IEWS acquisition actions.

 2.2. The PM manager is responsible for ensuring that pollution prevention requirements are addressed in all contract actions. The Safety Office is responsible for incorporating contractual language requiring the disclosure of HEUM use, associated elimination/reduction plans, and any contractor non-compliance with environmental laws. The Safety Office shall provide PM support in the evaluation of the contractor's pollution prevention program.

 2.3. There are four areas that must be addressed when developing/incorporating pollution prevention requirements: 1) the government's requirement to use HEUM (through reference of a standard/spec requiring such); 2) the contractor's use of HEUMs in the fulfillment of the contract; 3) the need for HEUMs for fielded equipment operation or maintenance; and 4) the final disposition of equipment to be taken out of service. Suitable language must be incorporated in all contract actions requiring the contractor to disclose use of HEUMs under the four conditions above, and identify plans for elimination/reduction.

 2.4. The policy and procedures for certifying that Ozone Depleting Substances (ODS) or Ozone Depleting Chemicals (ODCs) are not specified in TEAM C4IEWS solicitations/contracts is specified in the Policy and Information Encyclopedia (PIE) under " Ozone Depleting Chemical requirements Elimination". The procedures are specified in the Automated Decision Support System (ADSS) ODC Tool.

3. ACTIONS.

3.1.	Develop contractual language requiring contractor disclosure of toxic pollutant use, any non-compliance with environmental laws, and elimination/reduction plans.	TEAM C4IEWS Completed
3.2.	Develop standard Source Selection Evaluation Board (SSEB) procedures to assist evaluators and pre-award/market surveys.	TEAM C4IEWS Completed
3.3.	Develop and maintain a database for HEUM and lessons learned.	TEAM C4IEWS Completed
3.4.	Training of personnel involved in Pollution Prevention efforts.	TEAM C4IEWS Continuous
3.5.	Ensuring that pollution prevention requirements are addressed in all contract actions.	TEAM C4IEWS Continuous

VII. NEW MANAGEMENT TOOLS

4. GUIDANCE/PROCEDURES. See PIE under ODC Requirements Elimination, and ADSS ODC Tool.

5. REPORTING REQUIREMENTS. None.

6. EXEMPTIONS. None.

VIII. THE EDUCATION IMPERATIVE

A. <u>SPECIFICATIONS AND STANDARDS REFORM TRAINING.</u>

1. OBJECTIVES:

      1.1. Provide training to meet the needs of the C4IEWS community, in support of individual program acquisition and general acquisition reform, with the ultimate goal of meeting the needs of the customer.

      1.2. Provide direction and support for development and conduct of training and educational forums that support all aspects of acquisition and support. Encourage community participation to include contractors involved with acquisition and support.

      1.3. Provide a program of continuously available training to ensure that personnel have the opportunity to obtain current acquisition advice and to promote acquisition cultural change until it becomes the routine way of doing business.

2. IMPLEMENTATION POLICY.

      2.1. TEAM C4IEWS will document available training courses which will be used or modified to provide current training vehicles.

      2.2 TEAM C4IEWS will develop new training courses as needed to support acquisition and acquisition reform needs.

      2.3. TEAM C4IEWS will utilize Roadshows and similar forums to train the acquisition workforce on the integration of new and existing policies and procedures resulting from acquisition reform initiatives. These forums will incorporate all levels of the work force with the inclusion of top management.

      2.4. TEAM C4IEWS Acquisition Workforce training will institute changes in career progression training requirements from entry through executive levels to embrace all career fields involved in the acquisition and support process. These training requirements shall include acquisition reform training such that each career field or discipline receives a continuous progression of acquisition reform policy training as it evolves. These are to be incorporated as a mandatory part of career progression for all appropriate personnel.

      2.5. TEAM C4IEWS will maximize the availability of all training which meets the goals of TEAM C4IEWS. Training will include satellite transmissions, correspondence courses, mentoring, computer-based instruction, on-site presentations, Roadshows and arrangements with local universities.

VIII. THE EDUCATION IMPERATIVE

3. ACTIONS.

3.1.	Identify training courses for modification.	TEAM C4IEWS Functional/ Continuous
3.2.	Identify training courses available for use.	TEAM C4IEWS Functional/ Continuous
3.3.	Participate in the AMC Roadshow	TEAM C4IEWS Functional
3.4.	Participate in DoD/DA/AMC acquisition forums	TEAM C4IEWS Functional/ Continuous
3.5.	Conduct Acquisition Document Streamlining Workshops	TEAM C4IEWS Functional /Continuous
3.6.	Conduct Acquisition Streamlining Seminars	TEAM C4IEWS Functional/Continuous
3.7.	Provide funding for local acquisition training.	TEAM C4IEWS Functional /Continuous
3.8.	Update/publish LRC Acquisition Guide Additions	CECOM/LRC Functional/ Continuous
3.9.	Conduct CID/Commercial/NDI Acquisition Training	TEAM C4IEWS Functional
3.10.	Conduct Case Study Course -Performance-Based Acquisition Course a. Develop Case Study Course b. Conduct of classes on a Case Study Course	TEAM C4IEWS Functional

4. GUIDANCE/PROCEDURES. Resources, both personnel and funding, shall be dedicated to this expanded training and education effort. Changing and re-directing career training programs will require the revision of current training courses and the development of new courses that must encompass all levels of training from entry through executive level.

5. REPORTING REQUIREMENTS. Individual Development Plans (IDPs) for each employee will include Acquisition Reform training. Scheduling and completion of these requirements will be carried forward to the employee's support forms and included as part of the evaluation process under the Total Army Performance Evaluation System (TAPES).

6. EXEMPTIONS. None.

VIII. THE EDUCATION IMPERATIVE

B. <u>MIDDLE MANAGEMENT TRAINING.</u>

1. OBJECTIVE.   Provide training in the area of performance-based acquisition to ensure implementation in program acquisitions.

2. IMPLEMENTATION POLICY. TEAM C4IEWS will implement this objective to the maximum possible extent.

3. ACTIONS. LRC Directorate prepared and conducted Middle Management training in the area of performance-based acquisitions that included:

a.	Historical perspective starting with the Perry memo.	CECOM/LRC Completed
b.	C4IEWS contract survey results for FY96 and FY97.	CECOM/LRC Completed
c.	Acquisition options related to type of procurement document used.	CECOM/LRC Completed
d.	Branch Chief responsibilities related to the preparation of the ARP	CECOM/LRC Completed
e.	Waiver policy.	CECOM/LRC Completed
f	Automation tools.	CECOM/LRC Completed

4.   GUIDANCE/PROCEDURES. Personnel from the Acquisition Center and PEOs will be formally invited to attend future training sessions.

5. REPORTING REQUIREMENTS. None.

6. EXEMPTIONS.   None.

IX. INSTITUTING CULTURAL CHANGE

A. <u>ROLE OF SENIOR LEADERSHIP</u>.

1. OBJECTIVE. Senior management must take a major role in establishing the environment essential for acquisition reform and cultural change.

2. IMPLEMENTATION POLICY. Senior leadership will make specifications and standards reform a topic during site visits and all program reviews (government and industry).

3. ACTIONS.

3.1.	Prepare videos of the various speeches made and make them available for use in training the community and their industry partners.	TEAM C4IEWS Continuous
3.2.	Conduct government/industry workshops as a means of apprising the acquisition workforce of the changing specification/standards reform initiatives.	TEAM C4IEWS Continuous
3.3.	Utilize incentive programs to recognize government and industry employees who have viable, innovative, and alternative methods of achieving acquisition reform.	TEAM C4IEWS Continuous

4. GUIDANCE/PROCEDURES.

    4.1. Senior leaders will discuss the progress on specifications/standards reform and exchange innovative management approaches in speeches delivered at conferences, seminars, and meetings (government and industry).

    4.2. Senior leaders will recognize the increased risks involved with MFSS reform as well as the cultural change associated with the new way of doing business.

    4.3. Senior leaders will assure the TEAM C4IEWS community, especially PMs, of their support in problems resulting from implementing the specifications/standards reform program.

    4.4. Senior leaders will utilize an awards program to recognize individuals and organizations who initiate and improve viable, innovative, and alternative methods of achieving specification/standards reform.

    4.5. Senior leaders will recognize the increased risks accompanying the specification/standards reform and promote policies that minimize the impact of this cultural change. The Standards Executives (SEs) will solicit guidance from appropriate functional areas regarding standards for use in their respective disciplines, e.g., Test and Evaluation, Software Engineering Center, RAM, Logistics.

5. REPORTING REQUIREMENTS. None.

6. EXEMPTIONS. None.

IX. INSTITUTING CULTURAL CHANGE

B. <u>STANDARDS EXECUTIVES (SEs)</u>

1. OBJECTIVE. Formalize the responsibility and authority of the SEs, provide the authority and resources necessary to implement the standards improvement program within TEAM C4IEWS and assign senior officials with specifications and standards oversight, and policy authority.

2. IMPLEMENTATION POLICY.

      2.1. The SEs are designated as follows:

            a. Mr. Anthony A. LaPlaca, HQ CECOM.

            b. Mr. Robert R. Lehnes, PEO C3S.

            c. Mr. Edward T. Bair, PEO IEW&S.

3. ACTIONS.

3.1.	Support MFSS reform.	TEAM C4IEWS SEs Continuous
3.2.	Conduct annual reviews to assess TEAM C4IEWS progress.	TEAM C4IEWS SEs Continuous
3.3.	Contribute and participate (as required) in the annual Standards Improvement Management Review.	TEAM C4IEWS SEs Annual

4. GUIDANCE/PROCEDURES.

      4.1. The TEAM C4IEWS SEs will ensure that MFSS and performance-based requirements are in accordance with acquisition reform.

      4.2. The TEAM C4IEWS SEs will conduct annual reviews of the progress made in support of this MAP and policies stated herein.

      4.3. The TEAM C4IEWS SEs will contribute to and participate in (as required) the annual Standards Improvement Management Review to the Secretary of Defense.

      4.4. The TEAM C4IEWS SEs will promote the standards improvement initiatives within their organizations and serve as advisors to the local acquisition review process to assist in achieving reform goals.

      4.5. The TEAM C4IEWS SEs will oversee the development of the budget necessary to maintain the Standardization Program and implement specifications and standards reform initiatives, as specified in this MAP, and in the AIP.

5. REPORTING REQUIREMENTS. None.

6. EXEMPTIONS. None.

X. GENERAL ACQUISITION REFORM.

A. COMMERCIAL PRACTICES

1. OBJECTIVE. Use innovative approaches in the acquisition of TEAM C4IEWS equipment and systems and associated replenishment items by using commercial practices.

2. IMPLEMENTATION POLICY. Use innovative approaches in the acquisition of communications electronics systems, equipment, components and replenishment items by using commercial practices to the maximum extent possible.

3. ACTIONS.

3.1.	Identify innovative procedures that resemble commercial procurement practices.	TEAM C4IEWS Continuous
3.2.	Exchange information between TEAM C4IEWS and the Defense Logistics Agency (DLA).	TEAM C4IEWS Continuous

3.3. AUTOMATION. The CECOM Business Opportunities Page (BOP) should be utilized early in the acquisition process. Implementation utilizes a " Teaming" concept which encourages industry's early participation in the acquisition process. This will be accomplished by providing draft unclassified ARP and Request For Proposal (RFP) documents i.e., Statements of Work (SOWs), Specifications, Contract Data Requirements List (CDRLs), etc., via the internet, allowing industry comments and recommendations as we build the Solicitation. Classified ARPs will be handled in accordance with current security guidelines. Utilizing this mechanism for early and continued participation by industry, will enable us to develop a higher quality solicitation. Also, it will give industry a better understanding of the Government's requirements and will allow industry to propose alternative commercial solutions early in the acquisition process.

4. GUIDANCE/PROCEDURES. Expand the use of commercial practices through use of the following innovative procedures and information networking. These innovative procedures resemble commercial procurement practices. Some examples include: prime vendors, shared production, automated information sharing, qualified manufacturer lists, best value contracting, acquisition streamlining, and nondevelopmental procurements.

5. REPORTING REQUIREMENTS. None.

6. EXEMPTIONS. There will be no exemption to this policy.

X. GENERAL ACQUISITION REFORM.

B. <u>PARTNERING</u>

1. OBJECTIVE. Increase the use of partnering to improve relationships and communications between Government and industry.

2. IMPLEMENTATION POLICY.

     2.1. TEAM C4IEWS has a continuing effort to improve relationships and communications with industry. Establishing partnering relationships with contractors can provide a significant benefit to this overall effort, as well as provide tangible benefits on individual contracts in terms of reduced costs and reduced delays and disruption.

     2.2 Partnering is strongly encouraged in all major acquisitions, systems acquisitions, and large dollar ($50 million) acquisitions.

     2.3. The basic steps for this process include the following:

          1) Getting Started

          2) Communicating with Industry

          3) Conducting the Workshop and Delivering the Charter

          4) Making it Happen

     2.4. The following clause is provided as sample language to establish partnering within a solicitation.

 Partnering - Section L

   "In an effort to most effectively accomplish the objectives of this contract, it is proposed that the Government, the contractor, and its major subcontractors engage in the Partnering process.

Participation in the Partnering process is entirely voluntary and is based upon a mutual commitment between government and industry to work cooperatively as a Team to identify and resolve problems and facilitate contract performance. The primary objective of the process is providing the American soldier with the highest quality supplies/services on time and at a reasonable price. Partnering requires the parties to look beyond the strict bounds of the contract in order to formulate actions that promote their common goals and objectives. It is a relationship that is based upon open and continuous communication, mutual trust and respect, and the replacement of the "us vs. them" mentality of the past with a "win-win' philosophy for the future. Partnering also promotes synergy, creative thinking, pride in performance, and the creation of a shared vision for success.

After contract award, the Government and the successful offeror will decide whether or not to engage in the Partnering process. Accordingly, offerors shall not include any anticipated costs associated with the implementation of the Partnering process in their proposed cost/price (e.g. cost of hiring a facilitator and conducting the Partnering Workshop). If the parties elect to partner, any costs associated with that process shall be identified and agreed to after contract award.

The establishment of this Partnering arrangement does not affect the legal responsibilities or relationship of the parties and cannot be used to alter, supplement or deviate from the terms of the contract. Any changes to the contract must be executed in writing by the Contracting Officer.

X. GENERAL ACQUISITION REFORM.

Implementation of this Partnership relationship will be based upon the AMC Model Partnering Process, as well as the principles and procedures set forth in the AMC Partnering Guide. The principal Government representatives for this effort will be (include names, positions, and roles in contract administration)."

3. ACTIONS. None.

4. GUIDANCE/PROCEDURES.

    4.1. In the past, reluctance on the part of Government and contractor personnel to develop positive working relationships resulted in adversarial relationships.

    4.2. There are no statutory or regulatory barriers to prevent implementation of partnering.

    4.3. On the positive side, adopting partnering will provide significant benefits to Government and industry. Partnering reduces costs, avoids program delays, eliminates program disruption, and promotes a healthy business relationship between the Government and the contractor. Partnering results in prevention of disputes, timely resolution of conflicts, improved communications, mutual trust, better management of the contract, reduction in paperwork, reduced litigation, and fewer surprises.
.

5. REPORTING REQUIREMENTS. Number of contracts issued annually employing partnering.

6. EXEMPTIONS. None.

X. GENERAL ACQUISITION REFORM.

C. <u>INTEGRATED PRODUCT DEVELOPMENT (IPD)</u>

1. OBJECTIVE. IPD will be the preferred risk mitigation tool for all developmental acquisitions.

2. IMPLEMENTATION POLICY. Use IPD approach in all acquisitions, where appropriate. IPD is through Integrated Product and Process Management (IPPM). Form Integrated Product Teams (IPTs) early to address life cycle requirements and prepare for contract IPTs to utilize Functional Support Templates, participate in source selections, and remain in place throughout the life cycle.

3. ACTIONS.

3.1.	Select IPT members.	TEAM C4IEWS Functional ASAP
3.2.	Train IPT members (FY 97 & 98)	TEAM C4IEWS Functional ASAP
3.3.	Provide IPT members written terms of reference with authority to make decision.	TEAM C4IEWS ASAP
3.4.	The IPPM Guidebook published by HQ AMC may be utilized.	TEAM C4IEWS Functional ASAP

4. GUIDANCE/PROCEDURES.

4.1. All acquisition related processes will use, where appropriate, IPD. This includes the development of acquisition strategies/plans, resource management, integrated requirements process, source selection contract management and oversight process.

4.2. An IPT plan will be formed early to address life cycle IPD requirements and to prepare for later contract action.

4.3. The IPT will consist of all the functional disciplines involved in planning, designing, developing, testing, producing, fielding and supporting a system/equipment to include both software and hardware considerations.

4.4. All IPT members will have a general IPT background either through formal training or informal discussion with IPT experts. IPT members should then be further trained with their entire IPT as it specifically applies to a designated program. This training will address the program as well as individual IPT objectives, the methodology for accomplishing the objectives, IPT awareness, individual IPT member roles and responsibilities, and Team building.

4.5. The IPT will be formed at the beginning of the product life cycle, when product requirements and acquisition strategies are being determined, to meet program/project/product objectives effectively. Training should be conducted as soon as the team is established.

4.6. The IPTs will remain in place throughout the life cycle of the program/project/ product, as appropriate. Participants on IPTs and/or the IPTs may change as the project progresses. Note that the contractor's participation in post-award IPTs should be encouraged. However, such participation is voluntary, unless there are provisions in the contract to the contrary.

4.7. The IPT may use the Functional Support Templates as one of their primary tools in assessing the value of proposed functional support and the amount of matrix support required.

X. GENERAL ACQUISITION REFORM.

4.8. Each IPT will be empowered to make decisions related to their program, project or product within the cost, schedule and performance boundaries established at the beginning of the effort.

5. REPORTING REQUIREMENTS. None.

6. EXEMPTIONS. None.

XI. MODERNIZATION THROUGH SPARES.

A. <u>GOVERNMENT/INDUSTRY RELATIONSHIPS.</u>

1. OBJECTIVE.   To reduce the total life cycle costs and to extend the products useful life through emphasis on spares modernization.

2.   IMPLEMENTATION POLICY.

   2.1. Concept. The team C4IEWS will implement the objective as stated above. The concept of Modernization Through Spares (MTS) is a new approach for improving system capabilities within the logistics community. Personnel responsible for spares procurement are not normally responsible for significant capabilities upgrades. MTS requires new alliances among IPT personnel. The IPT is the key program team which will be responsible for implementing modernization with their respective programs. Although IPT structures may vary among programs, it is expected that existing program IPT structures will provide the required implementation capability. IPTs will acquire and evaluate information obtained from numerous sources. These inputs provide technical and management data for IPT evaluation. The IPT will also consider key functions which commonly include Army policy guidance. The product of the IPTs deliberation will vary by program phase; however, many program elements will be impacted ranging from acquisition planning to field deployment.
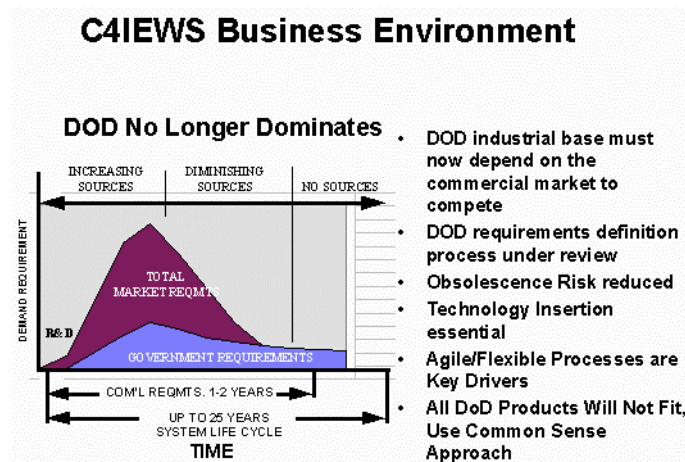
   2.2. Technology Integration. To better understand why the Team C4IEWS is interested in utilizing the commercial market place, it is necessary to compare the acquisition/product life cycle for commercial vs. military parts and products they support. The figure above illustrates a comparison of the average traditional military vs. commercial electronic product line. The extremes in the commercial market place indicate the computer, computer software, cell phone, and personal computer product lines have technological life expectancies measured in months, not years. The market place has been driven by consumer pressure for more of the same. Cost on these products has been continually reduced while product functionality has improved by many orders of magnitude in just a few years. The Team C4IEWS has now put a lot of emphasis on integrating these commercially driven technologies into products for the warfighter. One example of this integration is through technology upgrades of systems and their component parts. To be successful, the Team C4IEWS must acquire and logistically support these systems in the same manner as commercial products are supported. Linkage of core competencies in acquisition, technology, and logistics is essential to the success of the reform program. All the functional experts must work within the IPT environment. Most importantly, these teams must include DoD as well as industry partners.

XI. MODERNIZATION THROUGH SPARES.

2.3. Industry. Industry is strongly encouraged to suggest how, by working together, we can improve and reduce the cost of military electronic equipment. The link to industry must occur through the wide use of multidiscipined teams and partnerships with technical/professional societies. Teaming by the industrial base must become the norm rather than the exception. The principles of acquisition reform must be executed through the use of the Integrated Product and Process Development/Management (IPPD/IPPM) and by the IPTs. The bottom line is that industry is taking on more responsibility. Government oversight is being reduced to a level consistent with what is required to assure that the warfighter is provided with quality products, on time, and within budget and mission needs.

2.4. Programs. The business opportunities for industry are primarily developed as programs within IPTs. Team C4IEWS needs to focus on three areas: training the cultural change in an IPT environment, mentorship projects that focus on "thinking out of the box," and continued development of the performance-based environment.

3. ACTIONS.

3.1 Undertake initiative to update current Displacement Gyro technology	TEAM C4IEWS Continuous
3.2 Undertake initiative to update AN/PPS-5	TEAM C4IEWS Continuous
3.3 Operation and Support Life Cycle Cost Reduction MTS Conference	TEAM C4IEWS November 1998

4. GUIDANCE/PROCEDURES. Modernization of weapon systems is a consideration in all phases of the acquisition life cycle. In the pre-milestone III phases, the major focus is on "designing for modernization". Design considerations, such as open systems, modular replacement, and software partitioning, contribute to modernization by reducing costs to incorporate design changes. During the post-milestone III phase, emphasis is placed on enhancing the design baseline by incorporating design changes. Manufacturing and management changes must also be considered. For software-dependent systems, performance is based upon underlying software capabilities. Specifying the use of common architectures and other software design constraints, as software performance requirements, are integral to achieving successful system performance.
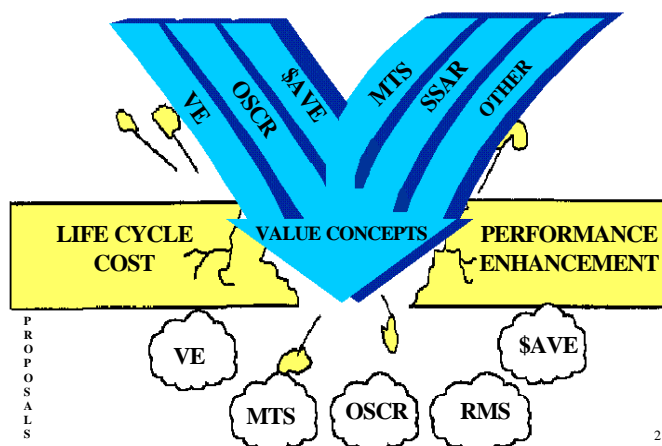
5. REPORTING REQUIREMENTS. None
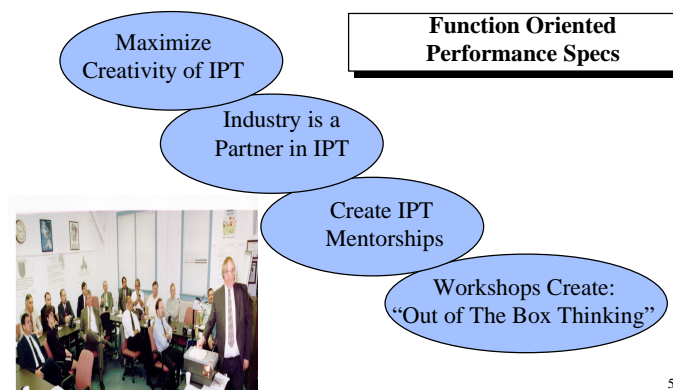
6. EXEMPTIONS. None

XI. MODERNIZATION THROUGH SPARES.

B. GOVERNMENT MTS IMPLEMENTATION VIA VALUE CONCEPT OFFICE.

A NEW WAY OF DOING BUSINESS

**Applying VE Methodology to Achieve
a Performance Based Environment**

1. OBJECTIVE. The Value Concept Office (VCO) encourages and implements acquisition reform by participating with Team C4IEWS in the mentorship of Value Concept workshops. These workshops form multi-function IPTs, working within a performance-oriented environment, to develop better products for the warfighter and, at the same time, reduce costs for the Army. These multi-function IPTs include representatives from throughout the Team C4IEWS community as well as representatives from contractors and the warfighters.

2. IMPLEMENTATION POLICY. Implementation can be accomplished through various acquisition reform tools that fall under the Value Concepts/SSAR program. Programs such as SSAR, Value Engineering, Operations and Support Cost Reduction, DLA-Savings Through Value Enhancement and MTS can and have been used to provide better products and a lower cost to the user. The VE workshops are one week long and use the equipment IPT, the contractor who is/will/has worked on that particular piece of equipment and the user of the equipment. The workshops are facilitated by a Certified Value Specialist (CVS). By combining the government, contractors and users, success is ensured by maximizing the team creativity; establishing a "true" partnership between government and contractors. The workshops stimulate "Out of the Box Thinking", create IPT mentorships, and establish the framework for an acquisition baseline.

3. ACTIONS.

3.1.	VE workshop on Apache Flight Video Recorder Improvement	TEAM C4IEWS October 1997
3.2.	VE workshop on TEAMMATE and TIGER Obsolescence, Technology Insertion	TEAM C4IEWS October 1997
3.3.	VE workshop on 35th Signal Battalion Communications Networks, Ft. Bragg	TEAM C4IEWS February 1998
3.4.	VE workshop on Joint Tactical Terminal, post award workshop with Raytheon	TEAM C4IEWS March 1998
3.5.	Conduct 24 additional workshops.	FY98

XI. MODERNIZATION THROUGH SPARES.

4. GUIDANCE/PROCEDURES. The workshops employ proven value methodology concepts and techniques, such as the Function Analysis System Technique (FAST), within a well structured systems engineering process, to develop "better product" solutions for evaluation and implementation.

5. REPORTING REQUIREMENTS. None.

6. EXEMPTIONS. None.

APPENDIX A. ACRONYMS.

AAE: Army Acquisition Executive
AAO: Army Acquisition Organization
AAPPSO: Army Acquisition Pollution Prevention Support Office
ABC: Activity-Based Costing
ACAT: Acquisition Category
ADSS: Automated Decision Support System
AIP: Army Implementation Plan
AMC: Army Materiel Command
AMIS: Acquisition Management Integration Subgroup
AP: Acquisition Plan
AQL: Acceptable Quality Level
ARC: Acquisition Review Council
ARP: Acquisition Requirements Package
ASR: Acquisition Strategy Report
ASSIST: Acquisition Streamlining and Standardization Information System
BIT: Built-In Test
BITE: Built-In Test Equipment
BOP: Business Opportunity Page
C4IEWS: Command, Control, Communications, Computer, Intelligence, Electronic, Warfare and Sensors
CAIV: Cost as An Independent Variable
CALS: Continuous Acquisition and Life-Cycle Support
CDRB: Command Data Review Board
CDRL: Contract Data Requirements List (DD Form 1423-1)
CECOM: Communications-Electronics Command
CID: Commercial Item Description
C/PIPT: Cost/Performance Integrated Product Team
CRADA: Cooperative Research and Development Agreement
CVS: Certified Value Specialist
DA: Department of the Army
Dem/Val: Demonstration/Validation
DepSO: Departmental Standardization Office
DFARS: Defense Federal Acquisition Regulation Supplement
DID: Data Item Description
DLA: Defense Logistics Agency
DMR: Defense Management Review
DoD: Department of Defense
DODISS: DoD Index of Specifications and Standards
DSP: Defense Standardization Program
DRM: Directorate of Resource Management
DTC: Design to Cost
EA: Economic Analysis
EBB: Electronic Bulletin Board
ECP: Engineering Change Proposal
EDI: Electronic Data Interchange
EDMS: Engineering Data Management Systems
ELA: Engineering, Logistics Acquisition
EMD: Engineering and Manufacturing Development
EO: Executive Order
EVM: Earned Value Management
FAR: Federal Acquisition Regulations
FAST: Function Analysis System Technique

APPENDIX A. ACRONYMS.

FIPS: Federal Information Processing Standards
FMS: Foreign Military Sales
FRAB: Functional Requirement Authentication Board
FSC: Federal Supply Class
FSG: Federal Supply Group
GFE: Government Furnished Equipment
HCA: Head of Contracting Activity
HEUM: Hazardous and Environmentally Unacceptable Materials
HQ: Headquarters
IAW: In Accordance With
ID: Identification
IDE: Integrated Data Environment
IDP: Individual Development Plans
IKP: Instructor and Key Personnel (training)
ILS: Integrated Logistics Support
ILSP: Integrated Logistics Support Plan
IPD: Integrated Product Development
IPPD: Integrated Product and Process Development
IPPM: Integrated Product and Process Management
IPR: In Process Review
IPT: Integrated Product Team
IQI: Innovative Quality Initiatives
ISO: International Organization for Standardization
JCALS: Joint Computer-Assisted Acquisition and Logistics Support
JCG-CE: Joint Commanders Group- Communications Electronics
JEDMICS: Joint Engineering Data Management Information Control System
LEO: Logistics Engineering and Operations
LRC: Logistics Readiness Center
LRU: Line Replaceable Unit
LSA: Logistics Support Analysis
MANPRINT: Manpower and Personnel Integration
MAP: Master Action Plan
MDA: Milestone Decision Authority
MFSS: Military and Federal Specification/Standard
MOU: Memorandum of Understanding
M&M: Management and Manufacturing
MTS: Modernization Through Spares
NDI: Nondevelopmental Item
NGS: Non-Government Standard
NGSB: Non-Government Standard Body
ODC: Ozone Depleting Chemicals
ODS: Ozone Depleting Substances
ORD: Operational Requirements Document
PA: Preparing Activity
PDP: Procurement Data Package
PE: Production Evaluation
PEO C3S: Program Executive Officer Command, Control and Communications Systems
PEO IEW&S: Program Executive Officer Intelligence, Electronics Warfare and Sensors
PIE: Policy and Information Encyclopedia
PM: Product, Project, or Program Manager
PWD: Procurement Work Directive

APPENDIX A. ACRONYMS.

RAM: Reliability, Availability and Maintainability
RFP: Request For Proposal
SDRB: Specification and Data Review Board
SE: Standards Executive
SEC: Standards Executive Council
SEI: Software Engineering Institute
SIE: Standards Improvement Executive
SIWG: Standardization Improvement Working Group
SM: System Manager
SME: Subject Matter Expert
SOP: Standard Operating Procedures
SOW: Statement of Work
SPI: Single Process Initiative
SPT: Standardization Program Team
SSAR: Specifications and Standards Acquisition Reform
STRICOM: Simulation, Training, and Instrumentation Command
TAPES: Total Army Performance Evaluation System
TBD: To Be Developed/Determined
TDP: Technical Data Package
TDPL: Technical Data Package List
TECOM: Test and Evaluation Command
VCO: Value Concept Office
VECP: Value Engineering Change Proposal
WPCC: Waiver Processing Control Center

APPENDIX B. DOCUMENTS REQUIRING WAIVERS.

The following documents require waivers:

      a.   Military Specifications and Military Standards which are not officially designated as interface standards or standard practices.

      b.   Program unique detail specifications and standards that define exact design solutions.

      c.   Federal Specifications and Standards (FED SPECs/STDs), except for Federal Information Processing Standards (FIPS) or FED SPECs/STDs determined by a TEAM C4IEWS SE to be performance based.

      d.   Detail design Technical Data Packages (TDPs).

      e.   Commercial Item Descriptions (CIDs) which reference detail Military Federal Specifications and Standards (MFSS) or TDPs.

      f.   Performance specifications not yet certified in the DOD Index of Specifications and Standards (DODISS) or ASSIST database.

      g.   Military specifications and standards that have been canceled.

      h.   Military specifications and standards that have been inactivated for new design.

      i.   Documents containing Management and Manufacturing (M&M) processes, regardless of source (including NGS) when mandated in the solicitation or contract. NOTE: Administrative processes such as those associated with issuing and administering solicitations and contracts (e.g., how Engineering Change Proposals (ECP's) are processed) are excluded.

APPENDIX C. DOCUMENTS NOT REQUIRING WAIVERS.

The following documents do not require waivers:

a. Any document required by law, the Federal Acquisition Regulation (FAR), or the Defense Federal Acquisition Regulation Supplement (DFARS).

b. Non-Government Standards (NGSs), except those containing M&M processes.

c. Federal Information Processing Standards (FIPS).

d. Government specifications designated in the DODISS or the ASSIST database as certified performance specifications.

e. Commercial Item Descriptions (CIDs) listed in the DODISS or ASSIST, which do not reference detail military specifications and standards or TDPs.

f. Guide specifications listed in the DODISS.

g. Interface Standards listed in the DODISS.

h. Standard Practices listed in the DODISS.

i. Handbooks listed in the DODISS. NOTE: Handbooks are guidance documents only and cannot, in any way, be made mandatory.

j. Detail MFSS or documents containing M&M processes when specifically cited for "information" or "reference" only.

k. Detail product design TDPs when specifically cited for "information" or "reference" only.

l. Program unique specifications certified by the SE to be performance-based.

m. ARP certified by the SE or designee to be performance-based.

n. Any document proposed by a contractor in their response to the government RFP, except for those containing M&M processes that will be incorporated into the contract.

o. Technical Manuals.

APPENDIX D. REPORTING REQUIREMENTS.

The identified organizations listed in the table below will provide the indicated information to the chair of the SPT for consolidation into the associated report.

REPORTING DATES	ACT	MAP TITLE
Quarterly	PEOs or CECOM	Report document number, title and frequency of detail MFSS waived *
Annual	TEAM C4IEWS	Report on Lessons Learned/Best Practices
Quarterly	SPT	By individual MFSS report number of alternatives accepted *
Quarterly	SPT	For each solicitation, list all detail MFSS that are approved for use and reason given for all that received waiver approval. *
Quarterly	SPT	IV.B.b - Provide a list of contracts with waived MFSS *
Quarterly	SPT	Number of MAP planned actions versus number of actions completed by category below: * a. MFSS canceled without replacement. b. Inactivated MFSS. c. MFSS replaced with existing NGSs. d. Existing MFSS converted to performance based MFSS. e. MFSS converted to NGSs by creating a new NGS. f. MFSS retained due to being uniquely military or more cost- effective.
Complete	LEO	List number of MFSS transferred to DLA by FSC. *

* No reporting requirements for period after 9/30/98.

APPENDIX E. SOLICITATION/CONTRACT WAIVER PROCESS

APPENDIX E. SOLICITATION WAIVER PROCESS

CATEGORIES AND DECISION AUTHORITIES

PROGRAM CATEGORY	PROGRAM MANAGER	PRIMARY CRITERIA	MILESTONE REVIEW FORUM	WAIVER APPROVAL AUTHORITY
ACAT ID	PEO/PM	$355M RDTE $2.135B PROC	DAB	SE
ACAT IC	PEO/PM	$355M RDTE $2.135B PROC	ASARC	SE
ACAT II	PEO/PM	$135M RDTE $640M PROC	ASARC	SE
ACAT III	PM	HIGH VISIBILITY	IPR	PEO/SE
ACAT IV	RDEC/LRC	ALL OTHER PROGRAMS	IPR	SE
NON ACAT R&D	RDEC		IPR	SE Note 1 & 2
REBUYS ACAT Sys				SE Note 1 & 2
NON ACAT NON R&D				SE Note 1 & 2
REPROCUREMENT				SE Note 1 & 2
REPLENISHMENT				SE Note 1 & 2
FMS				Note 3
SPARES				SE Note 1 & 2

Note 1.

PEO Command, Control and Communications Systems, SE: Mr. Robert R. Lehnes

PEO Intelligence and Electronic Warfare and Sensors, SE: Mr. Edward T. Bair

HQ Communications-Electronics Command: SE: Mr. Anthony A. LaPlaca.

Note 2. Waiver approval for the use of a MFSS may be delegated at the discretion of the SE.

Note 3. ARPs are exempt from the waiver process for those FMS cases where the foreign country directs the use of a MFSS.

Figure 1. Waiver Approval Authority

APPENDIX E. SOLICITATION/CONTRACT WAIVER PROCESS

DETAIL MFSS AND/OR M&M PROCESS WAIVER REQUEST FORM

Please answer all the following questions. Provide attachments if more space is needed.

1. Requester:
Program_____   Date Submitted _____
POC: _____   Office Symbol: _____
Phone: _____   DSN: _____
ACAT: _____

2. CHOOSE APPROPRIATE CASE:

_____ SOLICITATION WAIVER FOR DETAIL MFSS AND/OR M&M PROCESSES
_____ CONTRACT WAIVER FOR M&M PROCESSES ONLY

3. MFSS and/or M&M Processes Required by Number and Title:

_____(use separate enclosure(s), one for MFSS and one for M&M processes, as necessary)
Solicitation/SFD No.:_____
Total cost (including options):_____
Procurement Work Directive (PWD) No_____

4. Provide justification for waiver request.

5. REQUESTING OFFICIAL:

_____
PM, System Manager, or Division Chief   *Insert Appropriate Signature Block*

_____
Date

APPENDIX E. SOLICITATION/CONTRACT WAIVER PROCESS

6. WAIVER DISPOSITION

_____Approved primarily for the following reason:

     _____ Requirement for military-unique detail MFSS and/or M&M Processes
     _____ Unacceptable mission impact by using NGS or industry-wide standard alternative
     _____ No cost-effective NGS or industry-wide standard alternative
     _____ Not cost/time effective to convert documents/requirements to performance based requirements.
     _____ M & M Process is part of the DoD Single Process Initiative (SPI).

_____ Disapproved

_____ Returned without action:

     _____ No justification provided
     _____ Other _____

7.Waiver Request Control Number _____(assigned by the WPCC,
Call (732) 532-9129 or -9044).

8. WAIVER APPROVAL OFFICIAL:

_____   _____
 AAE or Milestone Decision Authority   Date
 Or Appropriate Standards Executive

APPENDIX F. STANDARDIZATION DIRECTORY SD-1.

Refer to Standardization Directory SD-1 for the following information:

A. A list of All DOD Standardization Management Activities (SMA).

B. A list of civilian agency standardization offices.

C. A list of non-government standards bodies that interface with DoD.

D. Assignments of Lead Standardization Activities and Participating Activities by Federal Supply Class (FSC) and/or Standardization Area.

E. A list of Federal supply groups (FSG), FSCs, and Standardization Areas, and definitions for the Areas.

F. Data Item Description (DID) Approval Authorities.

For the List of prohibited references in military and federal specifications and standards, bulletins, or commercial item descriptions, see Standardization Directory SD-1.

Contact Steve Gunther at (732) 532-9139 or 9044 from Technical Policy and Programs, LEO Directorate, for information on the SD-1.

APPENDIX G.   GLOSSARY OF TERMS.

ACQUISITION. The acquiring by contract with appropriated funds of supplies or services (including construction) by and for the use of the Federal Government through purchase or lease, whether the supplies or services are already in existence or must be created, developed, demonstrated, and evaluated. Acquisition begins at the point when agency needs are established and includes the description of requirements to satisfy each agency, solicitation and selection of sources, award of contracts, contract financing, contract performance, contract administration, and those technical and management functions directly related to the process of fulfilling agency needs by contract. (Code of Federal Regulations, '91)

ACQUISITION STREAMLINING and STANDARDIZATION INFORMATION SYSTEM (ASSIST). The ASSIST system is used by the Department of Defense (DOD) in the management of the Defense Standardization Program (DSP). Databases integrated with ASSIST include the DOD Index of Specifications and Standards (DODISS), Standardization Directory 1 (SD-1), Standardization Directory 4 (SD-4) and the Defense Management Review (DMR) database. The ASSIST is accessible to remote users dialing in from DOS based PCs. The ASSIST requires each user to obtain a username and password to access the system. First time users of ASSIST should contact the Logistics Engineering and Operations Directorate, Technical Policy and Programs Branch, ATTN: AMSEL-LC-LEO-EP, X29139 or 29104 (Commercial: (732) 532-9139 or 9104), fax: X21435 (Commercial: (732) 532-1435) to receive instructions on obtaining username and password.

BEST VALUE. The award of a contract is to be made based on the best overall (i.e., best value) proposal that is determined to be the most beneficial to the Government, with appropriate consideration given to the factors and subfactors cited herein.

COMMERCIAL ITEM DESCRIPTION (CID). This is a type of simplified performance specification that establishes requirements for commercial items used in multiple programs or applications. The content and format requirements for a CID are covered by the General Services Administration Federal Standardization Manual. Additional requirements are found in the Defense Standardization Program Plan Policies and Procedures Manual DOD 4120.3-M. The SD-2, "Buy NDI," contains some useful guidance information.

DATA ACQUISITION STANDARD. These documents are used to acquire data, such as technical data packages, reports, manuals, and drawings.

DATA SPECIFICATION. A document used to define data acquired under contract.

DEPARTMENT OF DEFENSE INDEX OF SPECIFICATIONS AND STANDARDS (DoDISS). A publication that lists Federal and military specifications and standards, guide specifications, military handbooks and bulletins, commercial item descriptions, adopted non-government standards, and other related standardization documents used by the Department of Defense. (DOD 4120.3-M)

DEPARTMENTAL STANDARDS OFFICE (DepSO). A top level office in each Military Department or Defense Agency responsible for managing the Defense Specifications and Standards Program and ensuring that its Lead Standardization Activities and Standardization Management Activities properly implement the policies, procedures, and goals of the Defense Specifications and Standards Program. (DOD 4120.3-M)

DESIGN OR SELECTION CRITERIA. These documents require the use of certain materials, parts, or components when designing systems, subsystems, assemblies, or equipment.

DETAIL SPECIFICATION. A specification that specifies design requirements, such as materials to be used, how a requirement is to be achieved or how an item is to be fabricated or constructed. A specification that contains both performance and detail requirements is still considered a detail specification.

FEDERAL SUPPLY CLASS (FSC). A four-digit coding structure used to group products into logical families for supply management purposes. As used in the standards program, the two-digit code is used to group standardization documents associated with the Federal Supply Classes into logical families for standards management purposes. (DOD 4120.3-M)

APPENDIX G.   GLOSSARY OF TERMS.

GUIDE SPECIFICATION. This is a type of performance specification that identifies standard, recurring requirements that must be addressed when developing new systems, subsystems, equipment and assemblies. The structure forces extensive tailoring for each acquisition before solicitation or contractor selection. The content and format requirements for this specification are covered by the Defense Standardization Program (DSP) Policies and Procedures Manual DOD 4120.3-M.

  HANDBOOK. This document serves as a reference or text-book type of document. It enhances user knowledge and provides technical options that are useful in developing requirements documents. Handbooks provide lessons learned; standard terminology; classification of similar items; possible options to address technical issues; interpretative direction; and any other type of information that may help the government or contractors in the design, construction, selection, management, support, or operation of systems, products, processes, or services. Handbooks may be cited for guidance information in solicitations, contracts, or in other requirements documents, but shall never be cited as a requirement document.

  INTERFACE STANDARD. These standards specify the physical or functional interface characteristics of systems, subsystems, equipment, assemblies, components, items, or parts to permit interchangeability, interconnection, interoperability, compatibility, or communications. Such documents express performance criteria in terms of form, fit, and function.

  LEAD STANDARDIZATION ACTIVITY (LSA). A management activity in a Military Department or a Defense Agency that guides DOD standards efforts for a Federal Supply Group, a Federal Supply Class, or a standards area through the development of Standardization Program Plans, authorization of standardization projects, and identification and resolution of standards issues. (DOD 4120.3-M)

  MANAGEMENT PROCESS. A management process is the method by which the contractor administers or controls a program. Examples include quality management, configuration management, system engineering management, parts selection and control, and environmental management.

  MANUFACTURING PROCESS. A manufacturing process is the method by which the contractor performs an action associated with the construction or production of an item. Examples would include how to weld, solder, fabricate materials, apply coatings, install parts and components, clean surfaces and connect items.

  MILITARY SPECIFICATION. A military specification describes the essential technical requirements for purchased materiel that are military unique or are substantially modified commercial items. (DOD 4120.3-M)

  MILITARY STANDARD. A military standard establishes uniform engineering and technical requirements for military unique or substantially modified commercial processes, procedures, practices, and methods. (DOD 4120.3-M)

  NON-GOVERNMENT STANDARD (NGS). A NGS is developed by a private sector association, organization, or technical society that plans, develops, establishes, or coordinates standards, specifications, handbooks, or related documents. This term does not include standards of individual companies. NGS adopted by the DOD are listed in the DODISS. (DOD 4120.3-M).

  NON-GOVERNMENT STANDARDS BODY (NGSB). A NGSB is a private sector association, organization or technical society that plans, develops, establishes or coordinates Non-Government Standards.

PERFORMANCE SPECIFICATION. A performance specification is a compilation of all quantifiable characteristics that define weapons/materiel system functional requirements (e.g., form, fit, function, performance, and interfaces). It states its requirements in terms of the required results with criteria for verifying compliance, but without stating the methods for achieving the required results. It defines the functional requirements for the item, the environment in which it must operate, and interface and interchange characteristics.

APPENDIX G.   GLOSSARY OF TERMS.

PREPARING ACTIVITY (PA). The DoD activity or the civilian agency responsible for the preparation, coordination, issuance, and maintenance of standardization documents. (DOD 4120.3-M).

RE-BUY. A contract award or option exercised after the initial production contract award.

REFERENCE STANDARD. These documents are used to describe systematic arrangements or divisions of materials, products, processes, etc based on similar characteristics; to describe definitions, abbreviations, acronyms, symbols, and other terminology; and provide useful engineering text book type information.

SPECIFICATION. A specification is prepared to support acquisition that describes the essential technical requirements for purchased materiel and the criteria for determining whether those requirements are met. (DOD 4120.3-M)

STANDARD. A standard that establishes uniform engineering and technical requirements for processes, procedures, practices, and methods. Standards may also establish requirements for selection, application, and design criteria of materiel. (DOD 4120.3-M)

STANDARD PRACTICE. These documents require definitive procedures on how to conduct tasks, functions, or operations not related to manufacturing. Examples would include standard ways to clean, handling and transportation, marking, repair procedures, assignment of nomenclature, specify format practices, and service functions.

TAILORING. The process of using common sense in the application of specifications and standards is called tailoring. In essence, this means using the specification or standard as a reasonable starting point, but modifying their applicability to suit the circumstances of a given program. Perhaps a better definition would be "stop treating the specifications as sacred." Tailoring should continue throughout the life of a program, from advanced development Request for Proposal preparation, through engineering development, production, and deployment. Tailoring requires management and technical judgment on the part of both Government and industry personnel.

APPENDIX H.   LOGISTICS.

<u>SUSTAINABLE COMPETITIVE LOGISTICS</u>

When planning for logistics requirements in a Best Value Acquisition scenario, ARP preparers should tailor data deliverables to best satisfy program requirements. Note that paragraph 3.3.7 of DoD 5000.2-R states that "... with an appropriate waiver, DoD organizations may be used as substitutes for contractor-provided logistics support, such as when contractors are unwilling to perform support, or where there is a clear, well-documented cost advantage. The PM shall provide for long-term access to data required for competitive sourcing of systems support." Functional personnel will need to make trade-offs and compromises when formulating logistics requirements for a particular program/system. The key factor is to understand the product approach and identify the essential performance requirements to be included in the Integrated Logistics Support/Manpower & Personnel Integration (ILS/MANPRINT) portion of the solicitation. A zero-base scrub should be conducted on all requirements proposed for inclusion.

Under Best Value contracting, the IPT must verify that data requirements in the Contract Data Requirements List (CDRL) reflect minimum needs, and are adequate from a cost benefit standpoint. The IPT must also verify that logistics economies are achieved through minimizing logistics and maintenance support, training, and configuration management requirements. Logistics contracting strategy should consider what ever is needed to support the equipment in the field: new versions of Software/Firmware, Technical Manuals, Repair Parts and Special Tools Lists, spares (including computer media), provisioning data, interim maintenance and supply support services to be required until an organic capability is in place, training services needed to support Instructor and Key Personnel (IKP) training, and warranties. Enforceable warranties are important in a performance-based environment. They can foster quality product performance and reduce or eliminate the need for testing. MANPRINT requirements addressing the integration of all MANPRINT domains in the system and subsystem design should be considered in estimating future personnel and training burdens.

Interoperability considerations should be addressed within the warranties. This will also aid in determining what sustaining maintenance services will be needed from the contractor to allow competitive sources for life cycle maintenance and supply support. Spare/repair parts can be purchased using the contractor's product drawings.

Supportability should address ILS and software support considerations. Examples include the evaluation of a system's design approach in terms of demonstrable maintenance and post deployment software and hardware support. Particular emphasis should be placed upon low cost Line Replaceable Units (LRUs), standardization of design, standard parts, fault isolation and diagnostics tools, including the use of Built-In Test/Built-In Test Equipment (BIT/BITE), requirements for calibration/adjustments, preventive maintenance and test equipment, and ground support equipment requirements.

Sustainable competitive logistics will require that the contractor propose a means to support the system in the field, through some level of Logistics Support Analysis (LSA). The contractor should propose options for supporting the system in the field, i.e., organic, third party contractor, or mixed support. These objectives must be clearly defined in the specification or SOW. Support will be needed to assure that system readiness and supportability objectives are met, as well as the impact on system life cycle cost, i.e., fully organic or fully contractor support. Criteria for maintenance and repair, testability, and manpower/training and facility requirements will be required. Level of Repair Analysis will be needed to optimize support requirements and should be performed early in the life cycle in order to minimize spare/repair part requirements. Logistics performance based acquisitions must emphasize Interoperability and Interchangeability considerations to reduce the risk of spare parts obsolescence caused by design changes. The key is to require Interchangeability at the level at which the system will be supported in the field by contractor or organic personnel.

APPENDIX H.   LOGISTICS.

In summary, the first focus acquisition approach should increase the government's access to commercial state-of-the-art technology; thereby resulting in a greater reliance on an integrated commercial-military industrial base that is capable of meeting defense needs at lower costs. Under this new acquisition reform regime, an aggressive market analysis is crucial to determine if commercial alternatives exist or to identify possible alternatives to detail MFSS. In the logistics arena, the market analysis can provide valuable maintenance and repair data and previous test results for existing items. This data should be used in developing the support strategy and the test and evaluation plan. Therefore, technical experts from appropriate functional matrix activities should participate in evaluating maintenance/supportability issues and provide input to source selection. They should also assist in the preparation of the Supportability Strategy (formerly known as the Integrated Logistics Support Plan (ILSP)) to establish logistics concepts and develop a tailored maintenance concept for Non-Developmental Items (NDIs).

The second focus acquisition approach is NDI with minimal Research and Development (R&D). In this scenario, the Supportability Strategy should reveal minimum level of maintenance and support required at initial and subsequent fielding, i.e., availability of spares over intended life cycle, or a life of type buy to ensure that mechanisms are in place to detect impending obsolescence, initiate timely procurement actions, manuals, and maintenance data from unit through depot levels. Provisioning demand data is required to facilitate the transition to organic support and to strengthen the Army's sustainment structure.

For reprocurements where the Technical Data Package (TDP) is maintained by the contractor, the TDP should be maintained in a form suitable for transition to the Government or to some designated third party. This approach forms the basis for reprocurement of hardware and supporting documentation upon request by the government.

APPENDIX I. FUNCTIONAL REQUIREMENTS AUTHENTICATION BOARD FOR THE COMMUNICATIONS-ELECTRONICS COMMAND (CECOM).

FUNCTIONAL REQUIREMENTS AUTHENTICATION BOARD (FRAB) CHARTER
FOR THE
COMMUNICATIONS-ELECTRONICS COMMAND

HEADQUARTERS
U. S. ARMY COMMUNICATIONS-ELECTRONICS COMMAND
FORT MONMOUTH, NEW JERSEY

I. <u>DESIGNATION.</u>

The FRAB is a group of subject matter experts established to assess the requirements of Acquisition Requirements Packages (ARPs). The Director, CECOM Logistics and Readiness Center (LRC) or designee is designated as the Chairperson of the CECOM FRAB. Responsibilities of this person are identified herein.

II. <u>MISSION.</u>

The FRAB is established, as an independent group, to assist ARP preparers during the early phases of the acquisition cycle. The FRAB will assure that ARPs comply with the requirements of the Army Implementation Plan (AIP) and the TEAM C4IEWS Master Action Plan (MAP). The FRAB will consist of members of TEAM C4IEWS functional organizations that support the acquisition process.

III. <u>RESPONSIBILITIES.</u>

(1) The FRAB will:

(a) Provide support during preparation of the ARP and FRAB reviews for CECOM and as requested by the PEOs/PMs.
(b) Validate that functional support templates have been applied.
(c) Ensure the statement of work is clear, performance based and integrated.
(d) Ensure that waivers are included when Detail Military or Federal Specifications or Standards and/or documents containing M&M processes are cited.
(e) Review and validate other required documents in the ARP.

(2) The FRAB Chairman (or designee) will:

(a) Establish the FRAB matrix support membership for level II and III managed items.
(b) Schedule and convene FRAB meetings for level II and III managed items and level I managed items by request of the PEO/PM.
(c) Chair FRAB meetings for level II and III managed items.
(d) Ensure that agreed to, FRAB generated corrective actions are incorporated by the ARP preparer of level II and III managed items.
(e) Recommend corrective actions to ARPs of level I managed items.

(3) ARP preparers for level II and III managed items will:

(a) Ensure the ARP complies with requirements of the AIP and the TEAM C4IEWS MAP for Specifications and Standards - Blueprint for Change.

APPENDIX I. FUNCTIONAL REQUIREMENTS AUTHENTICATION BOARD FOR THE COMMUNICATIONS-ELECTRONICS COMMAND (CECOM).

       (b) Incorporate agreed to, FRAB recommended corrective actions.

       (c) Submit unresolved, FRAB recommended corrective actions to System Manager and Director LRC for resolution.

    (4) The Standards Executive (SE) (or designee) will certify that ARPs are performance based.

<u>   \s\   </u>   Date Approved <u>24 March 1999</u>

ROBERT L. NABORS
Major General, USA
Commanding

APPENDIX J. FUNCTIONAL REQUIREMENTS AUTHENTICATION BOARD FOR THE PROGRAM EXECUTIVE OFFICE FOR COMMAND, CONTROL AND COMMUNICATIONS SYSTEMS (C3S).

FUNCTIONAL REQUIREMENTS AUTHENTICATION BOARD (FRAB) CHARTER
FOR THE
PROGRAM EXECUTIVE OFFICE FOR COMMAND, CONTROL AND COMMUNICATIONS SYSTEMS

I. DESIGNATION.

The FRAB is a group of subject matter experts established to assess the requirements of Acquisition Requirements Packages (ARPs). The Project/Program Manager (or designee) is designated as the Chairperson of the FRAB as indicated below. Responsibilities of this person are identified herein.

II. MISSION.

As stated in the TEAM C4IEWS Master Action Plan (MAP), the FRAB is established as an independent group to assist ARP preparers during the early phases of the acquisition cycle. The FRAB will assure that ARPs comply with the requirements of the TEAM C4IEWS MAP. The FRAB will consist of Program/Product designated subject matter experts of the functional organizations that support the acquisition process.

III. RESPONSIBILITIES.

(1) The FRAB will:

(a) Provide support during preparation of the ARP.
(b) Validate that functional support templates have been applied.
(c) Ensure the statement of work is clear, performance based and integrated.
(d) Ensure that waivers are included when Detail Military or Federal Specifications or Standards and/or documents containing M&M processes are cited.
(e) Review and validate other required documents in the ARP.

(2) The Program/Product Manager (or designee) will:

(a) Establish the FRAB matrix support membership for their programs.
(b) Schedule, convene and chair FRAB meetings.
(c) Ensure the ARP complies with requirements of the Army Implementation Plan and the TEAM C4IEWS MAP for Specifications and Standards - Blueprint for Change.
(d) Ensure that agreed to, FRAB generated corrective actions are incorporated by the ARP preparer of their respective programs.
(e) Request the use of the CECOM FRAB in lieu of their own FRAB, as they deem necessary.

(3) The Standards Executive (SE) (or designee) will certify that ARPs are performance based.

APPENDIX J. FUNCTIONAL REQUIREMENTS AUTHENTICATION BOARD FOR THE PROGRAM EXECUTIVE OFFICE FOR COMMAND, CONTROL AND COMMUNICATIONS SYSTEMS (C3S).

_____\s_____   Date Approved 4 February 1999

STEVEN W. BOUTELLE
Brigadier General, USA
Program Executive Officer
   Command, Control and Communications Systems

APPENDIX K. FUNCTIONAL REQUIREMENTS AUTHENTICATION BOARD FOR THE PROGRAM EXECUTIVE OFFICE FOR INTELLIGENCE, ELECTRONICS WARFARE AND SENSORS.

FUNCTIONAL REQUIREMENTS AUTHENTICATION BOARD (FRAB) CHARTER
FOR THE
PROGRAM EXECUTIVE OFFICE FOR INTELLIGENCE, ELECTRONICS WARFARE AND SENSORS

I. DESIGNATION.

The FRAB is a group of subject matter experts established to assess the requirements of Acquisition Requirements Packages (ARPs). The Project/Program Manager (or designee) is designated as the Chairperson of the FRAB as indicated below. Responsibilities of this person are identified herein.

II. MISSION.

As stated in the TEAM C4IEWS Master Action Plan (MAP), the FRAB is established as an independent group to assist ARP preparers during the early phases of the acquisition cycle. The FRAB will assure that ARPs comply with the requirements of the TEAM C4IEWS MAP. The FRAB will consist of Program/Product designated subject matter experts of the functional organizations that support the acquisition process.

III. RESPONSIBILITIES.

(1) The FRAB will:

(a) Provide support during preparation of the ARP.
(b) Validate that functional support templates have been applied.
(c) Ensure the statement of work is clear, performance based and integrated.
(d) Ensure that waivers are included when Detail Military or Federal Specifications or Standards and/or documents containing M&M processes are cited.
(e) Review and validate other required documents in the ARP.

(2) The Program/Product Manager (or designee) will:

(a) Establish the FRAB matrix support membership for their programs.
(b) Schedule, convene and chair FRAB meetings.
(c) Ensure the ARP complies with requirements of the Army Implementation Plan and the TEAM C4IEWS MAP for Specifications and Standards - Blueprint for Change.
(d) Ensure that agreed to, FRAB generated corrective actions are incorporated by the ARP preparer of their respective programs.
(e) Request the use of the CECOM FRAB in lieu of their own FRAB, as they deem necessary.

(3) The Standards Executive (SE) (or designee) will certify that ARPs are performance based.

APPENDIX K. FUNCTIONAL REQUIREMENTS AUTHENTICATION BOARD FOR THE PROGRAM EXECUTIVE OFFICE FOR INTELLIGENCE, ELECTRONICS WARFARE AND SENSORS.

_____\s_____   Date Approved _27 October 1998_
DAVID R. GUST
Major General, USA
Program Executive Officer
  Intelligence, Electronic Warfare and Sensors

APPENDIX L. QUALITY ASSURANCE PROVISIONS.

1.0. <u>General Policy</u>. Contractors shall be required to implement a quality system that satisfies program objectives.

2.0. <u>Contractual Implementation</u>. The government will not require a specific quality process as part of the solicitation or include one in the contract unless extraordinary requirements exist and a waiver is obtained (reference DoD 5000.2-R, paragraph 4.3.2, Quality).

      a. For RFP Sections L and M guidance pertaining to software, see CECOM Software Engineering Center RFP guidelines (Ms. Deanna Greenwood, CECOM Software Engineering Center (732) 532-1649). Sample contract clauses are available for many areas through the LEO Directorate matrix support and RDEC personnel who have been trained in their application and the Quality System models.

      b. Existing contracts will not be modified solely to implement the use of different quality models or systems. However, contracting officers should favorably consider approving contractor requests to change the quality approach or use other quality system models when doing so is deemed cost effective, reasonable, and fulfills all the program needs of the contract and both parties.

3.0. <u>Augmentation.</u> Not applicable.

4.0. <u>Optional Supplementation</u>. Not applicable.

5.0. <u>Other Quality Requirements.</u> Risk, design complexity, design maturity, process complexity, process maturity, safety, and economics will also be assessed relative to the contractual applicability of other quality requirements. Where TEAM C4IEWS has historically employed additional requirements (such as requirements for subcontractor control, non-conforming material control, software quality, and flight safety), the Team may employ these requirements when necessary. Use of these quality requirements will require a waiver.

6.0. <u>Government Rights.</u> The standard inspection clause and all other standard FAR and DFARS clauses shall be included on all TEAM C4IEWS contracts. As required by FAR Part 46/DFARS Part 246 and standard inspection clauses in FAR Part 52.246, all contracts, regardless of the type of quality requirements specified, shall retain the government's right to inspect, accept, and reject products, supplies and services, and to disapprove a contractor's quality system if it fails to meet the contract requirements.

7.0. <u>Quality Plan.</u> If a quality plan is deemed necessary and will become part of the contract, a waiver shall be obtained.

8.0. <u>Third Party Quality System Registration.</u> Requiring third party certification or registration on a contractor's quality system is prohibited by DoD 5000.2-R, paragraph 4.3.2, Quality. The inclusion of any quality system in the contract is not encouraged and would require a waiver.

9.0. <u>Quality Assurance POCs</u>. The points of contact for quality assurance matters are:
      Hardware Quality Assurance: Mr. Al. Alper, AMSEL-LC-E-ET, (732) 532-2675,
      e-mail: alper@mail1.monmouth.army.mil.
      Software Quality Assurance: Ms. Deanna Greenwood, AMSEL-SE-OP, (732) 532-1649,
      e-mail: greenwoo@doim6.monmouth.army.mil.

10. 0. <u>Software Engineering Subject Matter Experts (SMEs)</u>. Software Engineering SMEs are listed in the CECOM Software Engineering Center RFP Guidelines. For information on the RFP Software Guidelines, the name of the Software Quality SME, or the name of any other software SME, contact Ms. Deanna Greenwood (contact information in 9.0 above).

APPENDIX M. CHARTER FOR STANDARDS EXECUTIVE COUNCIL.

Standards Executive Council

Charter

U.S. Army Communications-Electronics Command
Program Executive Office for Command, Control, and Communications Systems
Program Executive Office for Intelligence, Electronic Warfare and Sensors

Mission Statement: We, the members of the above council, commit to work together to support the standards improvement program within the vision of TEAM C4IEWS as a premier Army Acquisition Organization of Excellence in developing and supporting superior C4IEWS equipment, sensors and systems.

OBJECTIVES:

a. Ensure that performance-based requirements are utilized in accordance with the TEAM Command, Control, Communications, Computer, Intelligence, Electronic Warfare and Sensors (TEAM C4IEWS) Master Action Plan (MAP).

b. Conduct annual reviews of the progress made in compliance with the TEAM C4IEWS MAP and policies stated therein.

c. Contribute to and participate in (as required) the annual Standards Improvement Management Review to the Secretary of Defense.

d. Coordinate the development of a 5-year business plan (revised annually) that establishes the TEAM C4IEWS standards program objectives for the new fiscal year and out-years, identifies special program issues, and identifies the budgetary requirements for the objectives specified.

e. Promote the standards improvement initiatives within TEAM C4IEWS organizations and serve as advisors to the local acquisition review process to assist in achieving reform goals.

f. Discuss the progress on specifications/standards reform and exchange innovative management approaches in speeches delivered at conferences, seminars, and meetings (government and industry).

g. Establish an awards program to recognize individuals who initiate viable, innovative, and alternative methods of achieving specification/standards reform.

h. Utilize the Standardization Program Team (SPT) to execute the actions of the TEAM C4IEWS MAP.

i. Review and approve all actions/activities of the SPT requiring senior level attention.

j. Ensure that the workforce is trained in the application of the initiatives of the TEAM C4IEWS MAP.

k. The CECOM SE will ensure a unified consolidated TEAM C4IEWS response is provided for all standardization activities dealing with higher headquarters. To effectively accomplish this, the CECOM SE will coordinate with the PEO C3S and PEO IEW&S SEs.

APPENDIX M. CHARTER FOR STANDARDS EXECUTIVE COUNCIL.

_____   Date of Approval: _____
Mr. ANTHONY . LaPLACA
Standards Executive
HQ CECOM

_____   Date of Approval: _____
Mr. ROBERT R. LEHNES
Standards Executive
PEO C3S

_____   Date of Approval: _____
Mr. EDWARD T. BAIR
Standards Executive
PEO IEW&S

APPENDIX N. CHARTER FOR THE STANDARDIZATION PROGRAM TEAM.

CHARTER FOR THE

STANDARDIZATION PROGRAM TEAM

1. MISSION. To facilitate a TEAM C4IEWS Master Action Plan for execution of the Army Implementation Plan, Blueprint for Change; Towards a National Production Base.

2. FUNCTION. The Standardization Program Team (SPT) will provide oversight for all projects and publish documents directed towards the execution of the TEAM Command, Control, Communications, Computer, Intelligence, Electronic Warfare and Sensors (C4IEWS) Master Action Plan (MAP) under the auspices of the Army Implementation Plan (AIP). The SPT will serve as an advisory body and will coordinate all actions and activities through the Standards Executive Council (SEC). All functions of the SPT will be conducted pursuant to the provisions of the TEAM C4IEWS Master Action Plan and this charter.

3. OBJECTIVES. The objectives of the SPT are to provide a centralized forum to:

    a. Promote a common approach and efficient and effective implementation of the TEAM C4IEWS MAP in the acquisition of Command, Control, Communications, Computer, Intelligence, Electronic Warfare and Sensors (C4IEWS) equipment, sensors and systems.

    b. Promote performance-based requirements throughout the TEAM C4IEWS community.

    c. Resolve acquisition program problems arising from the application of the TEAM C4IEWS MAP by utilizing the expertise of the members of the SPT.

    d. Maintain user feedback and liaison with TEAM C4IEWS activities, Major Subordinate Commands (MSCs), DA and AMC, other DOD Departments, NonGovernment Standards Bodies and industry.

4. RESPONSIBILITIES. The SPT will provide overview for the following:

    a. Guidance for the writing and reviewing of performance specifications.

    b. Ensure review and approval of waiver requests.

    c. Training and education of TEAM C4IEWS personnel.

APPENDIX N. CHARTER FOR THE STANDARDIZATION PROGRAM TEAM.

    d. Methodology for continuous improvement and measurement of effectiveness.

    e. Ensure resolution of acquisition problems related to the implementation of the TEAM C4IEWS MAP.

    f. Automation in support of the standardization program and provide for the application of performance based requirements.

    g. Ensure coordinated reports and responses are provided for the review and approval of the SEC.

5. ORGANIZATION: The TEAM C4IEWS Standardization Program Team will consist of members from CECOM, PEO C3S and PEO IEW&S. The SPT facilitator will be the Standardization Program Manager. The SPT will be responsive to the needs of the TEAM C4IEWS MAP and the Standards Executive Council (SEC).

6. MEETINGS. Meetings will be convened as required by the facilitator or by the SEC, or convened by any member. Special meetings may be called by the facilitator for specific tasks or urgent problems.

_____   Date of Approval: _____
Mr. ANTHONY A. LaPLACA
Standards Executive
HQ CECOM

_____   Date of Approval: _____
Mr. ROBERT R. LEHNES
Standards Executive
PEO C3S

_____   Date of Approval: _____
Mr. EDWARD T. BAIR
Standards Executive
PEO IEW&S

APPENDIX O. ACQUISITION REFORM RELATED INTERNET SITES.

The following Internet sites provide useful information relevant to Acquisition Reform:

1. The Defense Acquisition Deskbook web address is: http://www.deskbook.osd.mil,

2. The web address for Team C4IEWS is: http://www.monmouth.army.mil

3. The web address for information on the Acquisition Streamlining and Standardization Information System (ASSIST) database can be found on the Internet at: http://www.dodssp.daps.mil

4. TEAM C4IEWS has created a home page for Cost as an Independent Variable CAIV on the Fort Monmouth home page: http://www.monmouth.army.mil/cecom/pa&e/caiv/caiv.htm

5. The web address for the development, supply, and maintenance of software is: http://www.sed.monmouth.army.mil/strategic/policy/index.html.

6. A listing of military standardization documents that have been granted a Department of the Army waiver and are, therefore, exempt from the waiver process can be found on the Internet at the Standardization Program Division Home Page at: http://www.dsp.dla.mil.

7. The U.S. Army Materiel Command (AMC) home page can be found at: http://www.amc.army.mil/amc/rda/milspec/.

8. The web address for the CECOM Acquisition Center is: http://www.monmouth.army.mil/cecom/ac/ac.html.

9. The web address for the Systems Management Center is: http://www.monmouth.army.mil/smc/.

10. The home page for the U.S. Army CECOM Research, Development and Engineering Center can be found at: http://www.monmouth.army.mil/cecom/rdec/rdec.html.

11. TEAM C4IEWS has created a home page for the Modernization Through Spares initiative at the following web address: http://www.monmouth.army.mil/cecom/lrc/specstd/mts/strat2.html.

TEAM C4IEWS
MASTER ACTION PLAN

<u>SIGNATURE SHEET</u>

SUBJECT: TEAM C4IEWS Master Action Plan (MAP) Revision 98-2

TEAM C4IEWS has coordinated and updated the TEAM C4IEWS MAP, Revision 98-2.

<table>
<tr><td>_____/s/_____
Mr. ROBERT R. LEHNES
Standards Executive
PEO C3S</td><td>Approval Date: <u>6 November 1998</u></td></tr>
<tr><td>_____/s/_____
Mr. EDWARD T. BAIR
Standards Executive
PEO IEW&S</td><td>Approval Date: <u>27 October 1998</u></td></tr>
<tr><td>_____/s/_____
Mr. ANTHONY A. LaPLACA
Standards Executive
HQ CECOM</td><td>Approval Date: <u>8 April 1999</u></td></tr>
</table>